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Signaling Your Beliefs: The Role of Signal Strength on Identity Perceptions in a Social Media Environment

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SIGNALING YOUR BELIEFS: THE ROLE OF SIGNAL STRENGTH ON IDENTITY PERCEPTIONS IN A SOCIAL MEDIA ENVIRONMENT

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ABSTRACT

Social media is increasingly being turned to by employment recruiters as a method of screening out job applicants. To date there has been little research examining what ques are most salient to recruiters when making employability decisions based on their screening of social media. This research seeks to begin to fill that gap by examining signal strength of political and religious identity presentation in a social media signaling environment.

In this research we differentiate between a conventional hireability screening environment and the new paradigm of social media employability screenings by making extensive use of both Signaling Theory and the Similarity Attraction Paradigm. We also explicate how Social Identity Theory is integral to the Similarity Attraction Paradigm and study thereof. Additionally, we develop a new construct, Social Media Deviance, that helps us to explore how recruiters may view social media behaviors when performing hireability evaluations.

Using a 2x2x2 factorial design we performed a series of two experiments. In the first we examined political signaling of strong or weak strength, and in the second we examined religious signaling of strong or weak strength. These are both considered deep level similarities which may be readily available for perception via signaling on social media yet remain an unknown variable well into the hiring process via traditional methods utilizing only a resume (i.e., similarities may not be available for perception until an interview is granted).

Our significant findings indicate that Perceived Similarity is mediated through Identification and Disidentification when a job applicant signals their political views in a social media environment. This is indicative that social media may allow us to "tune out" individual's characteristics and focus instead on group memberships. This becomes especially troubling in the presence of extensive Individuating Information, which was found to be non-significant across all political conditions.

We recommend caution in utilizing social media as an applicant screening tool. If its use is unavoidable, practitioners should take precautionary steps such as having multiple raters that cross the political spectrum.

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TABLE OF CONTENTS

LIST OF TABLES

List of Tables (Continued)

Table Page

LIST OF FIGURES

List of Figures (Continued)

Figure Page

CHAPTER ONE

INTRODUCTION

Casey is devoutly religious and somewhat politically active in their online activities. Casey is also looking for a job and actively applying to positions for which they are certain they are highly qualified for; yet week after week, month after month, not a single response is received. Casey is beginning to lose hope in ever obtaining a single highly coveted interview; an essential stage of the hiring process. What Casey does not know is that 60% of employers screen the social media of job applicants (Grasz, 2016) and 21% are actively looking for reasons to not hire a candidate (Grasz, 2016; Perkins, 2015).

With over 191 million active monthly US users as of the first quarter of 2016, and growth projected to reach nearly 212 million within the next five years (Statista.2016) Facebook has become a "go to" site for social network screening. A recent Jobvite survey found 66% of recruiters turn to Facebook to find more information in regard to job applicants (Jobvite, 2015). While Casey may feel very strongly about their religion and enjoy posting both uplifting scripture and warnings of damnation this may be costing Casey a job. In 2009 it was found that 35% of hiring managers self-reported they did not hire a candidate based on information found on social media; this number has since increased to 49% in 2015 with religious comments to be one of among several reasons provided. (Grasz, 2009; Grasz, 2015). Some additional reasons given ranged from inappropriate photographs to information about drinking or drug use, to comments related to race, and gender, to "liking" of a questionable group (Grasz, 2015; Preston, 2011).

Despite the potential legal ramifications (to be discussed later in this chapter) of the issue, social media usage for screening job applicants is on the rise. The self-disclosed number reported by CareerBuilder has steadily increased. In 2006, the first year of the survey, only 11% of employers reported using social media for applicant screening. By 2008 this number had doubled to 22% and by 2016 had reached 60%. This represents a 500% increase in self-reported social media screening since 2006 (Grasz, 2016). Figure 1.1 shows the rise in social media screenings from 2006 to 2016 and Grasz (2015) believes this number will continue to rise in the future.

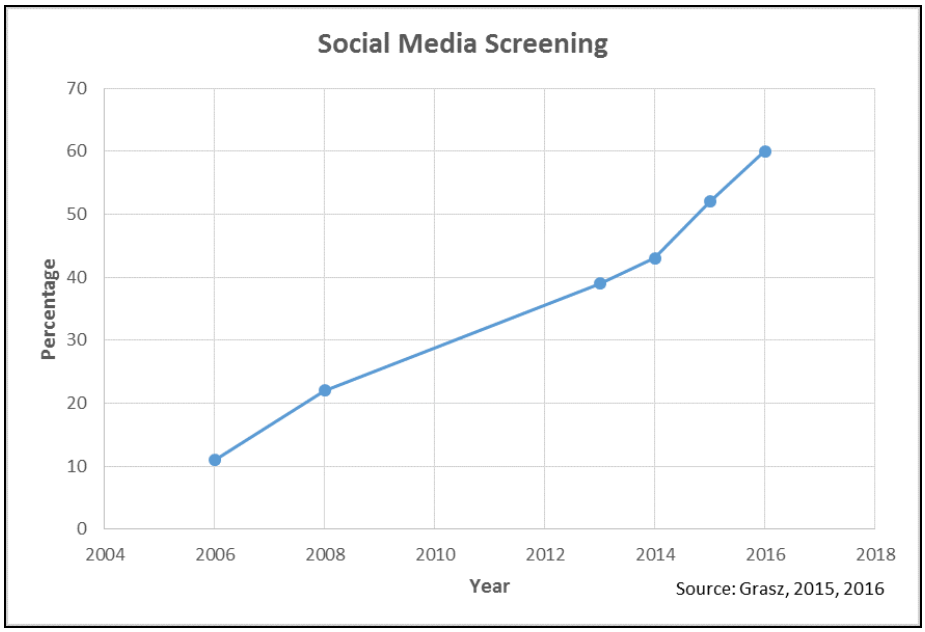

Figure 1.1: Increase in Social Media Screening

The Equal Employment Opportunity Commission reports social media screening is far above the self-report CareerBuilder surveys and places it at 75% (Preston, 2011). They also paint a far bleaker picture in regard to applicants being screened out of the

hiring process due to information found on social media placing the number at a startling 70% (Preston, 2011).

Casey is secure in both their religion and politics. While their religious posts far outnumber those of a political nature Casey often feels compelled to "speak out" in regard to certain hot-button political issues. A brief perusal of Casey's Facebook Timeline leaves no doubt as to not only which political issues they feel most strongly about but as to their political affiliation and religion as well. Politics becomes especially salient during an election year with 18% of recruiter's self-reporting that knowledge of who an applicant will be voting for would bias their decision against that individual (Jobvite, 2016). With 21% of hiring managers admitting to actively looking for reasons to not hire a candidate (Grasz, 2016; Perkins, 2015) and 17% of recruiters viewing political affiliation posts as negative (Jobvite, 2015), Casey's voluminous posting about religion and politics may be among the reasons their job search has thus far born zero fruit. As Jobvite (2016) recently reported 60% of recruiter's view "oversharing" as negative (Jobvite, 2016). As these numbers clearly show, Casey may be sabotaging their job prospects, without even being aware of doing so.

This research will focus on Facebook as the social media platform of choice for several reasons. First, it is self-reported to be used by 66% of employers for social media screening (Jobvite, 2015). Second, it is by far the most popular social network in the United States with nearly 122 million monthly users as of May 2016 (Statista, 2016). Figures 1.2 and 1.3 illustrate the dominance of Facebook in the area of social networking platforms both in the United States and globally. In the United States alone Facebook has

nearly twice the number of monthly users as the second most popular platform, Instagram (Statista, 2016) and the Pew Research Center states that Facebooks users are equally distributed "regardless of race or ethnicity" (Krogstad Manuel, 2015). Third, Facebook is extremely rich in features thus affording the ability to share personal information in both subtle (e.g., "liking" a page, group, or comment, etc.) and direct (e.g., profile pictures, personal posts, completing personal information questions, etc.) fashions. This research will focus on religion and politics, views which both can easily be shared on the platform Facebook provides. Finally, empirical studies are emerging which seem to indicate that Facebook has a high degree of ecological validity, not only in the fact that recruiters are using Facebook in high numbers as a screening tool but also in the sense that who a person presents themselves to be on Facebook appears to correlate with their true personality. Back et al., (2010) studied the profiles of 133 US Facebook users and determined social networking sites "might be an efficient medium for expressing and communicating real personality" (Back et al., 2010, p. 374). Park et al., (2015) performed a large-scale language analysis of over 66,000 Facebook users and found they could accurately predict the Big 5 personality traits of extraversion, agreeableness, openness, conscientiousness, and neuroticism (Park et al., 2015). Wilson, Gosling, and Graham (2012) after an extensive review of Facebook research, state that Facebook "presents an excellent opportunity for social scientists to study identity presentation in a naturalistic, socially consequential setting" (Wilson et al., 2012, p. 210). However, while Facebook may provide an accurate portrait of an individual's personality, empirical research is lacking which relates Facebook to any validated constructs in regard to the

KSAs required to meet the legal standards of job relevancy (Davison, Maraist, & Bing, 2011). For these reasons, Facebook is the most useful Social Media platform to study how message strength affects hireability assessments.

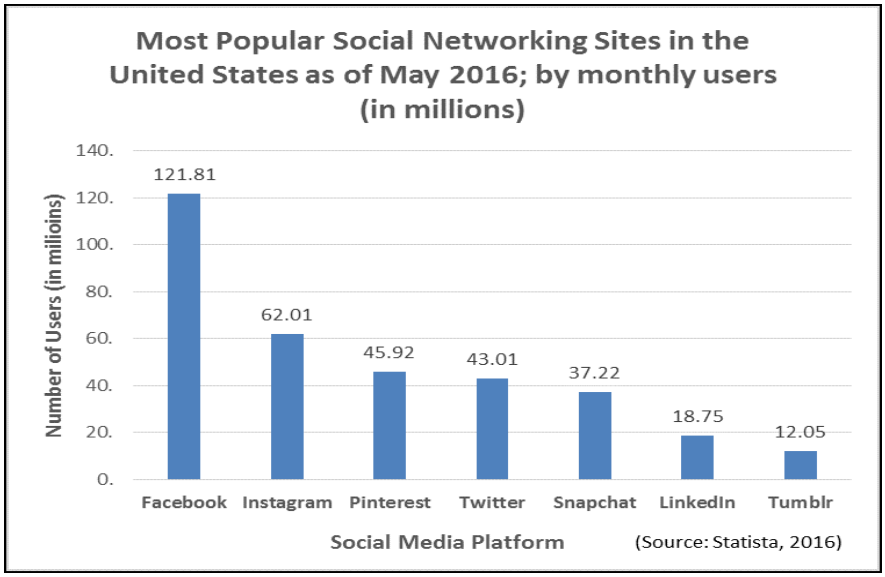

Figure 1.2: Most Popular Social Networking Sites in the US

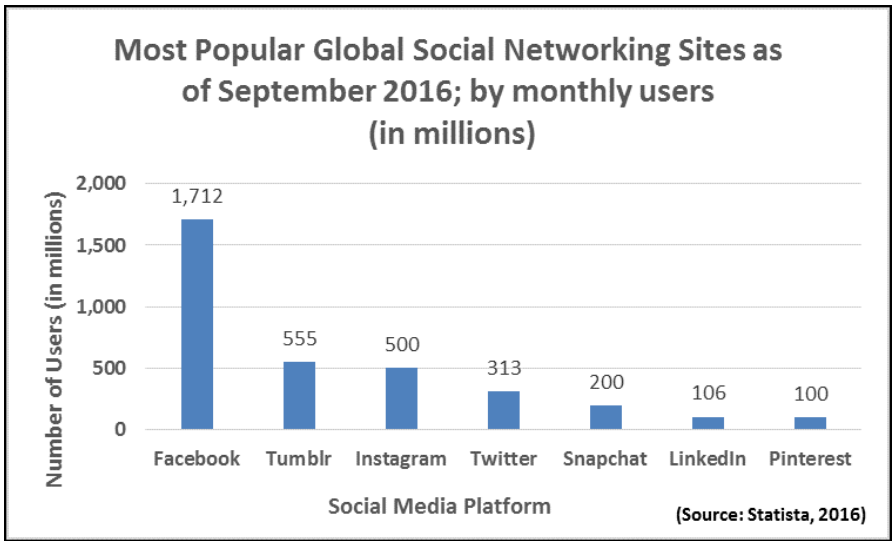

Figure 1.3: Most Popular Global Social Networks

It is important to make the distinction here that this research is not exploring how social media is used by recruiters to locate and recruit desirable candidates but rather how

it is being used to rate their hireability and potentially screen them out of the applicant pool. This is an important differentiation to note because recruitment via social media (e.g., posting of available positions, Tweeting job opportunities, etc.), while still risking the legalities of adverse impact, is not nearly as risky as screening a job applicant via social media where you may quite easily learn the applicant's race, gender, religion, etc., all of which are protected classes. Additionally, the recruitment risk can be mitigated by supplementation with more traditional methods of recruitment (e.g., newspapers, job boards, etc.).

According to Brown and Vaughn (2011) the use of social media poses several concerns to include the variability of information across different types of social networking sites, the information that individuals choose to share publicly, the potential for taking information out of context, and job relevancy, just to name a few (Brown & Vaughn, 2011). While research is emerging that Facebook may be able to predict personality traits Davison et al. (2011) state that "almost nothing is known about whether other job-relevant characteristics, such as cognitive ability, creativity, person-organization fit, etc., can be measured reliably and validly from web pages" (Davison et al., 2011, p. 155). Additionally, social networking sites such as Facebook are intended for sharing, often personal information about yourself with family and friends, up to and including photos and video. This is problematic for hiring managers as users often share information regarding religion, pregnancy, marital status, disability status, national origin, etc. (Gueutal, Kluemper, & Rosen, 2009; Slovensky & Ross, 2012) all of which are protected classes.

This introduces legal concerns into using social media during the screening process. Without standard measures and strict guidelines inherent personal biases could be used to screen out applicants based on characteristics, traits or comments that are not relevant to the job (Brown & Vaughn, 2011; Davison et al., 2011). For example, it is not uncommon to see deeply religious postings or vitriolic political rants; the former is a protected class, while the latter may not be job relevant. Are recruiters able to "unsee" or filter out this information and focus only on those characteristics relevant to the position for which they are seeking to fill? Jobvite's 2016 Recruiter Survey indicates that 60% of recruiter's self-report that "culture fit" is very important in their decision-making process (Jobvite, 2016). Thus, should a recruiter determine that an individual's political views and/or religion are not a good fit for the company's culture an applicant may be unknowingly screening themselves out of the selection process regardless of their skill set.

Another potential issue with using social media to screen job applicants is what has become known as the digital divide. This divide has been academically broken down into two distinct categories. There is a "first level digital divide" which entails having access to Internet technologies. Much progress has been made in regard to bridging this divide. As of July 1, 2016, the US had an 88.5% Internet penetration rate, up from a 43.1% in the year 2000 (InternetLiveStats, 2016). They define an Internet user as an "individual who can access the Internet at home, via any device type and connection". However, as the next paragraph elucidates there is still much disparity in Internet access among socio-economic status, age, and race/ethnicity. What has been termed the second

level divide, or the Second Digital Divide entails the use of social media (Kontos, Emmons, Puleo, & Viswanath, 2010) and Roth, Bobko, Van Iddekinge, and Thatcher (2016) posit this may have an "adverse impact against individuals based on age and ethnicity" (Roth et al., 2016) as these groups are less likely to have, or maintain, social media accounts.

Davison et al. (2011) were prescient in warning about the potential for problems such as adverse impact; the 2015 CareerBuilder survey indicated that 35% of employers are "less likely to interview applicants they can't find online" and this number has increased to 41% in 2016 (Davison et al., 2011; Grasz, 2015; Grasz, 2016). A 2015 Pew Research Report found 84% of US adults are online, there are however age, class, racial, ethnic, and even community differences in Internet penetration rates (Perrin & Duggan, 2015). Of those 50-64 years of age, the Internet penetration rate in 2015 was 81%, while for those aged 18-29 it was 96%. Among racial/ethnic lines English speaking Asians report 97% Internet usage, while among Whites it is 85%, Hispanics (81%) and Blacks (78%) (Perrin & Duggan, 2015). Lower-income Americans (those earning less than 30K per year) have an Internet penetration rate of 74% versus 97% for those earning more than 75K annually.

As previously mentioned, individuals are free to post religious and political views via the Facebook platform. In fact, they are encouraged to do so via the "About Me" profile feature. However, the primary focus of this research will be the "newsfeed" itself, though the "About Me" section will be populated, as appropriate, to maintain the authenticity of a realistic Facebook profile. This research will explore the effects of

message strength on Social Media Assessments, defined by Roth, Bobko, Van Iddekinge, and Thatcher (2016) as "the review of online information from websites\platforms designed to connect individuals (e.g., Facebook, LinkedIn, Pinterest) for use in employment decisions (e.g., selection, promotion, reassignment)" and hireability evaluations (Roth et al., 2016, p. 271). In other words, we will focus on Facebook as the platform, and selection as the employment decision, while manipulating the "extremism" of the message. For a political example, immigration of refugees into Europe has become a hot-button political issue, with some speculation it was prominent in the June 23, 2016, vote for the United Kingdom to exit the European Union (EU), more commonly known as "Brexit". What are the effects on hireability evaluations of anti-refugee citizens of the EU who post essentially the same message (they are anti-refugee) yet one posting is much more extreme than another (refer to Figures 1.4 and 1.5, with former being a "weak" signal and the latter being a more "extreme" signal).

Figure 1.4: Anti-Refugee Weak Signal

Figure 1.5: Anti-Refugee Strong Signal

This research will consider such posts to be a signal (Spence, 1973) and will use the Similarity-Attraction Paradigm (Byrne, 1971) to examine how the strength of such signals affects hireability evaluations of job applicants. We will look at one protected class (religion) and one unprotected class (political affiliation) using the Facebook social networking platform. Signaling Theory will be used as the overarching framework in which to place the Similarity-Attraction Paradigm which will contain our key constructs for measurement. We will develop a model to increase our understanding of how the strength of political and religious postings to social media may help explain and predict hireability assessments of job applicants and if the individuating information is able to

overcome stereotypes that may form based on the content of the postings as will be discussed in Chapter 2.

CHAPTER TWO

THEORETICAL PERSPECTIVE

This chapter is an in-depth literature review and discussion on the theoretical perspectives relevant to this research. First social media will be discussed in the context of its use in the applicant screening process, followed by a brief discussion of emerging legal precedents and legal protections provided to the workforce of the United States, as they pertain to social media. We will then present Signaling Theory and provide a unique perspective on how social media affects the signaling environment. We then discuss the Similarity-Attraction Paradigm and Identification/Disidentification as it is positioned within the Social Identity Literature. We then discuss two types of group level social identities that are often shared on social media, yet in most instances would be considered non-job relevant: political and religious. In addition to this type of information being non-job relevant, one is a protected class (religious), while the other is not, in the US, unless one is a federal government employee (political affiliation). We then continue with consideration of the effects of individuating information on hireability assessments and continue with a brief discussion on hireability evaluations. We conclude this chapter with an in-depth discussion of the social media components thought to be relevant in the assessment process, and provide examples on the mechanisms afforded by Facebook that allow these components to be manipulated by individual users. Chapter three will develop the research model and testable hypotheses.

Social Media Use in Applicant Screening

As discussed in Chapter 1, it has become commonplace for hiring managers to screen the social media of job applicants, with Facebook being used by 66% of recruiters (Jobvite, 2015). In fact, hiring managers are increasingly turning to social media with the belief that impression management may not be as dominant a factor as it is in the traditional hiring process (to be discussed later in this chapter) (Van Iddekinge, Lanivich, Roth, & Junco, 2016). There are several concerns with using Facebook as a screening method for job applicants. Researchers, from multiple academic disciplines, have been forthcoming with communicating these concerns and laying the groundwork necessary to embark on a practical research agenda that will be both pragmatic enough for application to practitioners while at the same time being methodologically rigorous enough to make a meaningful contribution to academia (Brown & Vaughn, 2011; Davison et al., 2011; Roth et al., 2016). Some of the most common concerns raised include the variability of data available across profiles (Brown & Vaughn, 2011; Roth et al., 2016), a lack of standardized methods for collecting information from profiles (Brown & Vaughn, 2011; Davison et al., 2011; Miguel, 2013; Roth et al., 2016), concerns about job relevancy (Black, Johnson, Takach, & Stone, 2012; Brown & Vaughn, 2011; Davison et al., 2011; Roth et al., 2016), the potential for taking posts or photos out of context (Brown & Vaughn, 2011; Ruggs, Walker, Blanchard, & Gur, 2016), inherent bias (Brown & Vaughn, 2011; Heilman & Okimoto, 2008; Madera, Hebl, & Martin, 2009; Van Iddekinge et al., 2016), and concerns of adverse impact in regard to protected classes

(Brown & Vaughn, 2011; Gueutal et al., 2009; Roth et al., 2016; Slovensky & Ross, 2012; Van Iddekinge, Lanivich, Roth, & Junco, 2016). As part of a thorough literature review, these concerns will be briefly discussed, though it should be noted it is beyond the scope of this study to manipulate each of these variables. The intent is to present a comprehensive overview of the diverse and numerous problems theorists have identified as being associated with social media screening. Additionally, the following paragraphs provide insight into numerous avenues for future research to be further elaborated on in Chapter Six.

As pointed out by (Roth et al., 2016) there are a wide variety of social media platforms and no guarantee that every applicant will have the same platform and post the same type of information. This variety makes the task of a social media assessment, based on the same characteristics and dimensions across all individuals exceptionally difficult (Roth et al., 2016). Additionally, individuals may post different information even across the same platform. For example, one applicant may post their religious beliefs on Facebook while another may indicate various politically affiliated organizations they belong to or even indicate they attended specific events via the "check-in" functionality of this social media platform. There appear to be no published empirical studies targeting these constructs and as such it remains unclear if this information is germane to accurate assessments of social skills or are predictive of job behavior (Roth et al., 2016).

As Brown and Vaughn (2011) and others point out we do not know what information employers are using in their social media hireability assessments and thus we do not know if they are using it in a manner that is job relevant (Brown & Vaughn, 2011;

Roth et al., 2016). For example, as per Jobvite's 2016 Recruiter Survey, 41% of recruiter's self-report that seeing a photo of an applicant, prior to an in-face meeting influences their first impression of that applicant (Jobvite, 2016). The features of most social media platforms enable the posting of pictures, music, videos, etc. that allow hiring managers to access information about job candidates that may, at best, be only tangentially related to the position for which they are applying (Black et al., 2012). Social media sites such as Facebook, specifically designed for social interaction with friends and family are especially likely to contain an abundance of information that is not job-related. Roth et al., (2016) suggest this abundance of irrelevant information may decrease the validity of social media assessments (Roth et al., 2016). While research is finding that we may be able to measure personality traits via social media (Buffardi & Campbell, 2008; Marcus, Machilek, & Schütz, 2006; Vazire & Gosling, 2004), Davison et al. (2011) point out that "almost nothing is known in regard to job-relevant characteristics such as cognitive ability, creativity, person-organization fit, etc." (Davison et al., 2011, p. 155). More traditional assessment methods such as cognitive ability tests, personality tests, and in person interviews, tend to focus on job-relevant knowledge, skills, and abilities (KSAs), whereas with social media assessments there is a lack of empirical evidence to confirm that they focus on job-relevant KSAs (Roth et al., 2016). As stated by Brown and Vaughn (2011) "without arguments for job relevance, there is no legal basis to make screening decisions of applicants based on data garnered from social media" (Brown & Vaughn, 2011, p. 221).

There is an additional concern of taking photos or posts out of context (Brown & Vaughn, 2011; Ruggs et al., 2016). This type of fundamental attribution error may be especially harmful to minority groups. Ruggs et al. (2016) explain that a slang term used in a social media environment such as Facebook may be viewed very differently depending upon the ethnicity of the person making the post. They suggest that should a White, Hispanic, and Black individual post identical slang, that for the Hispanic and Black individuals it may be attributed to a lower level of intelligence, and thus interpreted in a discriminatory manner, while for the White individual it may be viewed as nothing more than an artifact of the casual environment in which it was posted (Ruggs et al., 2016). As another example, a recruiter may see a photo of a female applicant laying on a sofa where there is a beer bottle sitting on a table in front of her. Without having context, one could easily believe that the woman is passed out drunk; while in actuality she may simply be asleep and the bottle of beer belongs to another individual. With 47% of recruiters viewing photos with alcohol in a negative manner (Jobvite, 2016) this attribution error has the potential to screen this woman out of the applicant pool.

As noted above there are concerns about potential/possible bias in the use of social media for applicant screening (Brown & Vaughn, 2011; Heilman & Okimoto, 2008; Madera et al., 2009; Ruggs et al., 2016; Van Iddekinge et al., 2016). It has been documented that those in marginalized groups (e.g. women, minorities) experience negative bias in the traditional hiring process (Agerström & Rooth, 2011; Bertrand & Mullainathan, 2004; Heilman & Okimoto, 2008; Ruggs, Hebl, Singletary, Walker, & Fa-Kaji, 2014) and Ruggs et al. (2016) state that it is "likely to be exacerbated" (p. 294) with

the introduction of social media. Some examples of inherent bias in the hiring process prior to social media screening include a 2004 study by Bertrand and Mullainathan (2004) which found that resumes with Caucasian sounding names were 50% more likely to be invited to an interview than identical resumes with African-American sounding names. A 2008 experimental study found potential bias specifically against mothers in both determinations of competency and screening assessments (Heilman & Okimoto, 2008). A 2010 correspondence test, conducted in France, found those with Muslim sounding names were 2.5 times less likely to be invited to a job interview than those with Christian-sounding names (Adida, Laitin, & Valfort, 2010). No empirical studies were found that specifically examined bias in the area of social media screening, however, survey data is becoming available which indicates concerns about potential bias are not unwarranted.

A recent Jobvite (2016) survey found evidence of potential political bias. While political affiliation is not currently a protected class under federal law for private sector jobs, Jobvite's (2016) Annual Social Recruiting Survey found that 9% of recruiters self-reported feelings of bias upon learning the political affiliation of a job applicant, and further that this bias would affect their decision to move forward with the hiring process (Jobvite, 2016). This same survey found that during an election year political affiliation becomes especially salient to the recruiter with 18% self-reporting bias upon learning who an applicant was planning to vote for (Jobvite, 2016). The results of this survey suggest that stereotyping based on social media assessments does occur and can influence the decision-making process. An additional consideration that may facilitate bias is the

sheer volume of information available on social media and an individual's inherent limited information processing abilities thus potentially forcing an assessor to rely on stereotypes (Ruggs et al., 2016; Van Iddekinge et al., 2016).

The features of social media (e.g., profile pictures, "about me" type sections) make it difficult for hiring managers to not learn information about individuals that may be protected under federal, state or local laws (to be discussed in a later section), thus exposing the employer to potential discrimination lawsuits (Schmidt & O'Connor, 2016). For example, social media can offer information on an individual's race, gender, national origin, religion, and pregnancy status, among others, all of which are protected under federal law.

To help avoid potential legal ramifications Brown and Vaughn (2011) recommend having multiple raters code each profile. Davison et al. (2011) also recommend multiple raters with the focus being on the validity of social media sites for gathering job-relevant characteristics (Davison et al., 2011). Fiske and Neuberg (1990) also recommend multiple raters, albeit before the age of social media, and they suggest a hiring manager being made aware that their evaluations will be compared with those of others will provide an incentive for increased accuracy in the assessment. Multiple researchers recommend a job analysis, with the social media assessment being completed in such a way that it is valid to the criteria of the position (Landers & Schmidt, 2016; Ruggs et al., 2016). Some additional guidance includes standardization (i.e., structured) of the assessment process, having an articulated policy, and maintaining clear documentation that every step of the policy is adhered to (Landers & Schmidt, 2016). Landers and

Schmidt (2016) say that documentation will provide a "paper trail" that will provide testament to the decision-making process should litigation arise from social media assessments. There is also evidence emerging that computer algorithms may be able to better determine personality via an individual's social media presence with a higher degree of accuracy than a human (Park et al., 2015; Youyou, Kosinski, & Stillwell, 2015). Should this technology be developed and proven to be valid and predictive of personality, this may allow for automation of social media assessments.

Legal Precedents and Legal Protections

While the use of social media for applicant screening is not illegal in the United States, it is possible the methods used, and the information gleaned from the screening may be used in violation of United States law (Schmidt & O'Connor, 2016). For example, if the social media screening is not consistent, and the organization has not conducted validation studies showing that their processes and methods are valid and job-related, they may be open to litigation through employee protection acts enacted by the federal government and enforced by the Equal Employment Opportunity Commission (EEOC) (Schmidt & O'Connor, 2016). Refer to Table 2.1 (page 23) for a concise review of the federal regulations enforced by the EEOC and the protections they afford. It should also be noted that not only must employers comply with federal regulations but also with a multitude of state and local protections. Thus far cases involving social media and employment-related issues have been rare, however, there are two notable exceptions.

The first case we will discuss, Gaskell v. the University of Kentucky (2010), is notable in that it used an individual's online content against them in a way that violated

Title VII of the Civil Rights Act of 1964 which prohibits discrimination against protected classes (Civil Rights Act of 1964, 1964). Protected classes include race, color, national origin, religion, and sex. A person is protected under Title VII of the Civil Rights Act as soon as they apply for a position and they remain protected through every aspect of employment (e.g., promotion, discipline, termination). As Schmidt and O'Connor (2016) explain in the case of Gaskell v. University of Kentucky (2010), Gaskell was a top candidate to be the founding director of a new observatory. During the vetting process, Gaskell's personal website was found, where he expressed his creationist (as opposed to evolutionary) views. The search committee expressed concern that Gaskell may be evangelical if hired and potentially author similar content directly on the departments' website (Oppenheimer, 2010). Due to these religious concerns, the University of Kentucky opted to hire another candidate and Gaskell sued claiming his rights were violated based on the religious protections afforded to him under Title VII of the Civil Rights Act (Schmidt & O'Connor, 2016). The University of Kentucky settled this case out of court for the sum of $125,000. This case is relevant to this research because it establishes that legal protections have moved into the online environment. It is further relevant as religion is a protected class under Title VII of the Civil Rights Act of 1964 and will be examined as part of the experimental model.

Other federal protections hiring managers must navigate while screening social media are the Americans with Disabilities Act of 1990 (ADA) which prohibits discrimination based on the individual's disability status (Americans With Disabilities Act, 1990). A recent (Jobvite, 2016) survey found that 47% of recruiters "view photos of

alcohol consumption negatively" (Jobvite, 2016, p. 22), however under certain circumstances alcoholism is considered a disability and protected under the ADA (Americans With Disabilities Act, 1990). The Age Discrimination in Employment Act (ADEA) was passed in 1967 and prohibits discrimination against individuals 40 years old and older (Age Discrimination in Employment Act, 1967). Profile pictures and/or photos in which an applicant is "tagged" (i.e., another user of the social network identifies the individual in the photo) can make it relatively simple to discern an approximate age and Facebook offers the feature of supplying your actual age in the "About Me" section. The Pregnancy Discrimination Act (PDA) is a 1978 amendment to Title VII that prohibits discrimination on the basis of pregnancy (Pregnancy Discrimination Act, 1978). Pregnancy discrimination is so prevalent that the EEOC specifically issued a warning in 2012 to employers who screen applicants' social media, that they faced potential discrimination lawsuits if it is determined that they did not hire an individual based on their pregnancy status discovered through social media (Phillips & Associates, 2012; Schmidt & O'Connor, 2016). The second case we will discuss is not based on federal legal protections, but rather the responsibility employers may have in regard to their employee's social media content.

The second case, Howard v. Hertz, is notable because it establishes that an employer can be held responsible for the personal social media content of their employees (Morgan & Davis, 2013). As explained by Schmidt and O'Connor (2016) a Hertz employee posted negative information about a customer to their personal Facebook newsfeed. The customer sued Hertz for negligence based on the legal grounds of

"foreseeability", claiming that because of the employees Facebook history (i.e., previous postings of negative comments in regard to customers) the company should have foreseen the possibility of this happening again. This case was allowed to proceed with the court finding that the employer should have known this employee needed better supervision/training (Schmidt and O'Connor, 2016, p. 267). This case is relevant to this research because it appears to establish legal precedent in favor of employers reviewing the personal social media of their employees, and to some extent, even holds them legally liable to do so. It would not be unreasonable to extend the precedent of "foreseeability" to potential employees (i.e., job applicants) thus providing employers a legal obligation to screen applicants' social media as a protection mechanism against potential future lawsuits. It is further relevant as message strength, or extremism, of social media postings, will be manipulated in our experimental model.

As the two legal cases discussed above exemplify, employers may find themselves between the proverbial "rock and a hard place" when it comes to navigating the murky waters of social media screening. The first case illustrates the risks associated with violating federal law in regard to a wide variety of protections provided to the workforce of the United States, in other words, the risk of unlawful discrimination based on information found on social media. While the second case indicates employers, and by extension potential employers, may have a legal responsibility to screen (or review) their potential employees (or current employees) personal social media to protect against lawsuits or other legal actions.

Hunt (2010) argues that due to the low cost of using social media companies may be remiss if they fail to take advantage of the opportunities this medium offers (Hunt, 2010). While Davison et al. (2011) suggest that human resource decision-makers should do a cost-benefit analysis in determining the role of social media in the hiring process (Davison et al., 2011). They argue that on the surface social media screening may appear less costly than the more traditional background check, but the potential legal risks may outweigh any cost savings (Davison et al., 2011). As there are no published studies that specifically address regulatory concerns (as pertaining to the US Equal Opportunity Employment Commission, 1978) any company choosing to perform social media assessments should be aware of the risks and conduct such screenings with extreme care (Roth et al., 2016). It is not clear that the information garnered from social media screenings would meet the standards for a valid and legally defensible selection process (Van Iddekinge et al., 2016).

Federal Laws	Protection	Example(s) of disclosure via Social Media
Title VII of the Civil Rights Act of 1964 (Title VII)	Discrimination illegal based on race, color, religion, national origin, or sex.	Photos, "About Me", "liking" of specific religious group
The Pregnancy Discrimination Act of 1978	Discrimination and legal against a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.	Photos, status updates, "liking" of pregnancy-related group
The Age Discrimination in Employment Act of 1967 (ADEA)	Prohibits discrimination against those 40 years of age or older based on age.	Photos, birthdate (if disclosed)
Title I of the Americans With Disabilities Act of 1990 (ADA)	Prohibits discrimination against a qualified individual with a disability.	Photos, status updates, liking of specific groups (e.g., Disabled American Veterans, Living with Diabetes)
The Genetic Information Nondiscrimination Act of 2008	Prohibits discrimination based on genetic information.	Status updates, sharing that something "runs in the family"

Table 2.1: Relevant Federal Laws Enforced by the EEOC, Protections they Afford and Examples of how the Information might be Disclosed via Social Media ***(source: www.eeoc.gov)***

Signaling Theory

Signaling Theory helps explain how cues (i.e. signals) found on social media may be interpreted by decision makers and affect hireability evaluations. Signaling Theory is an economic theory that seeks to explain the costs of information asymmetry and how various entities send "signals" to reduce this asymmetry (Spence, 1973; Spence, 2002). Signaling Theory explains that signals are sent across a Signaling Timeline which occurs in the Signaling Environment. To delineate the theory, Spence utilized the labor market as an example. In essence, a job applicant can signal to a company their superiority (or fit) for a position by obtaining a college education. In other words, as originally conceptualized, the college education acts as a signal that the individual is more suited

for a position than someone without that signal (Connelly, Certo, Ireland, & Reutzel, 2011; Spence, 1973).

While originally conceptualized as an individual signaling their employability, it has received more empirical attention in the context of how companies signal their values, culture, and other company characteristics to potential applicants through their recruitment activities (Celani & Singh, 2011; Connelly et al., 2011; Ehrhart & Ziegert, 2005). Work examining how hiring managers receive signals about applicants and their employability through the use of social media screening has been lacking. However, a study in the field of Information Systems examined signaling theory in both directions (i.e. both applicant and recruiter signaling) (Thatcher, Dinger, & George, 2012). They mapped the recruitment activities of Information Technology firms to the job search activities of entry-level IT applicants to determine if each actor were sending the appropriate signals to attain their goals. They found while applicants were adjusting their signals dependent upon which type of IT job they were seeking, IT firms all recruited in the same fashion regardless of their position in the marketplace (Thatcher, Dinger, and George, 2012). This research was conducted in a traditional signaling environment (to be discussed later in this section), and thus we do not know if applicants send appropriate signals in a social media signaling environment, nor do we know how those signals are received by a hiring manager.

Signaling Theory occurs across a Signaling Timeline which occurs in the Signaling Environment. In the following paragraphs, we will differentiate a Conventional Signaling Environment, as first conceived by Spence (1973), from that of Social Media.

We will then explain how the applicant screening process is altered by the use of social media. Note that the Signaling Timeline, as seen in (figure 2.1), is essentially the same in both situations, occurring once in the conventional process and twice when a social media assessment is conducted. It is the mode of communication that markedly alters the Signaling Environment, how the receiver interprets the signal, and ultimately if the applicant is aware of the counter-signaling, especially negative counter-signaling (i.e., being screened out of applicant pool) that may occur based on information found during a social media assessment. The dual phase triggering of the Signaling Timeline that occurs when Social Media is incorporated into the applicant screening process will be discussed later in this section.

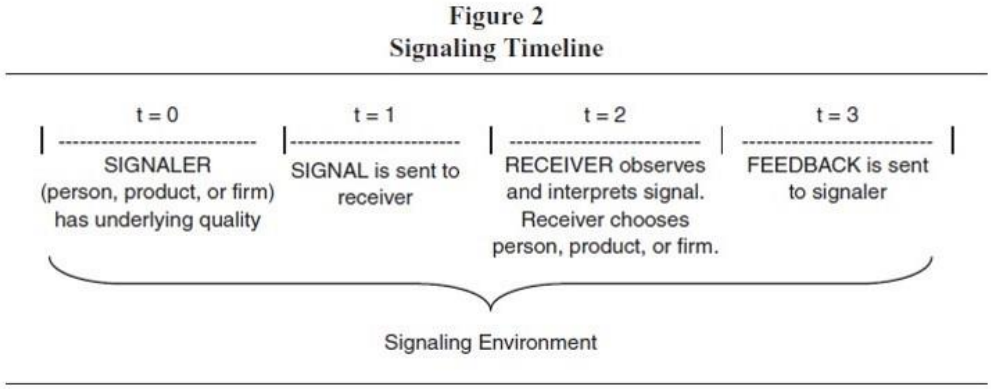

Figure 2.1: Signaling Timeline (*from Connelly, et. al., 2011*)

As originally described by Spence (1973) a Conventional Signaling Environment (figure 2.2) includes an applicant who signals their desire for employment by submitting a resume to be screened for their qualifications to the position for which they are applying. This is a relatively quiet environment (i.e., a resume containing a limited amount of information) where the applicant is aware that they are signaling when they

submit the resume highlighting their education, skills, extracurricular activities, and other information that they believe will represent them in a positive manner during the hireability assessment. The assessment is based on a limited amount of information (i.e., information contained on the resume) that should not exceed the information processing ability of the receiver. Following the hireability assessment, should the applicant meet the qualifications of the position, the receiver can then send a positive counter signal in the form of feedback requesting additional information, an interview, etc. Should the applicant not meet the qualifications for the position, the receiver can send a negative counter signal by not requesting additional information, interview, etc. (Spence, 1973; Spence, 2002). In this conventional environment, the applicant would generally be cognizant of the negative counter signal (even if not on a fully conscious level) due to their conscious knowledge of having submitted the resume and perceiving a lack of feedback. Additionally, they would be aware that the negative counter signal is likely related in some way to their resume.

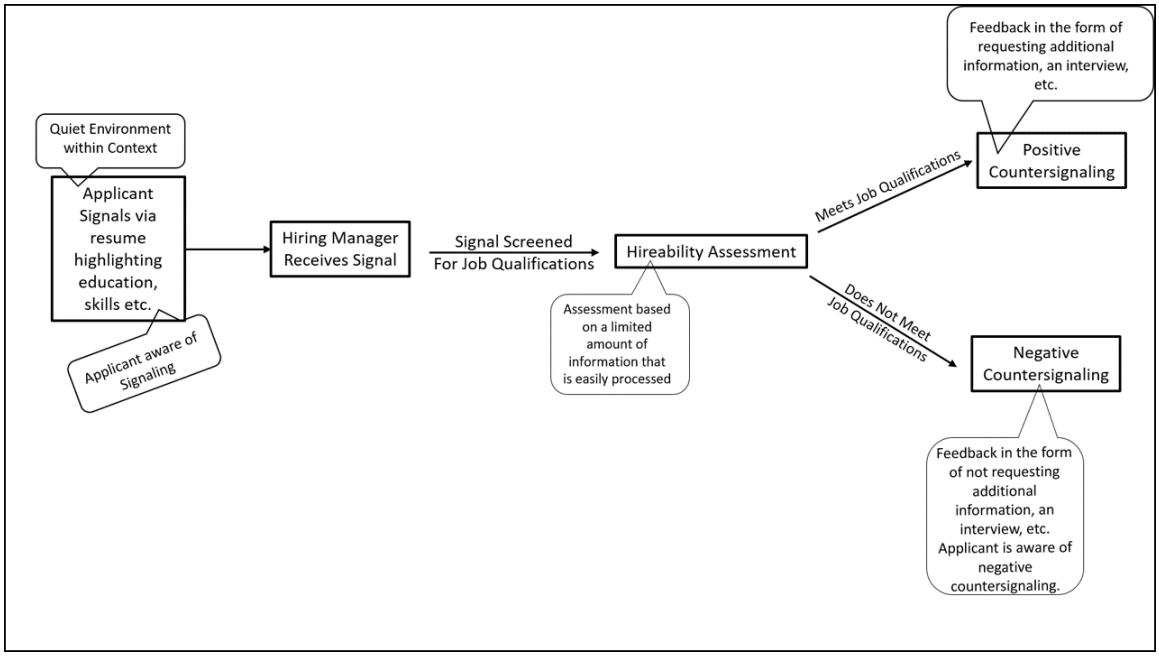

Figure 2.2: Conventional Signaling Environment

As depicted in Figure 2.3 (page 30) the Signaling Environment of social media differs from the Conventional Environment in multiple ways. First, many different types of signals (e.g., photos, posts, likes) can be sent via social media; that along with the voluminous amount of information in features such as news feeds, profiles, and about me sections, to name just a few, makes social media an exceedingly noisy environment which often lacks context (as discussed previously). As humans have a limited ability to process information (Miller, 1956) this may constrain them to focus on a finite number of cues that are salient to them as the receiver of the signal (Ruggs et al., 2016; Van Iddekinge et al., 2016). Second, the applicant may not even be aware they are signaling (via social media screening) to a potential employer (Landers & Schmidt, 2016). Most employers do not make known their social media screening policy for fear of applicants turning to impression management to create a more positive social media presence

(Landers & Schmidt, 2016). Third, as stated previously, the receiver of the signal is potentially presented with more information than they have the ability to process (as opposed to the limited and thus presumably easily processed information that is generally provided on a resume) thus forcing them to make their hireability assessment based on a relatively small number of potentially irrelevant cues that have salience to them as the receiver of the signal. And finally, as the applicant may not be aware they are signaling (Landers & Schmidt, 2016) they likewise may be nescient to negative counter-signaling.

It should be noted that as in the traditional environment the applicant is certainly aware that they have submitted a resume. It is the submission of the resume, in combination with presumably meeting the minimum qualifications for the position that initiates the social media assessment. This "triggering" of the social media assessment is what alters the environment from that of a Conventional Signaling Environment to that of Social Media. So, while the applicant is unquestionably aware they are not receiving a positive counter signal, they may be completely "in the dark" as to why.

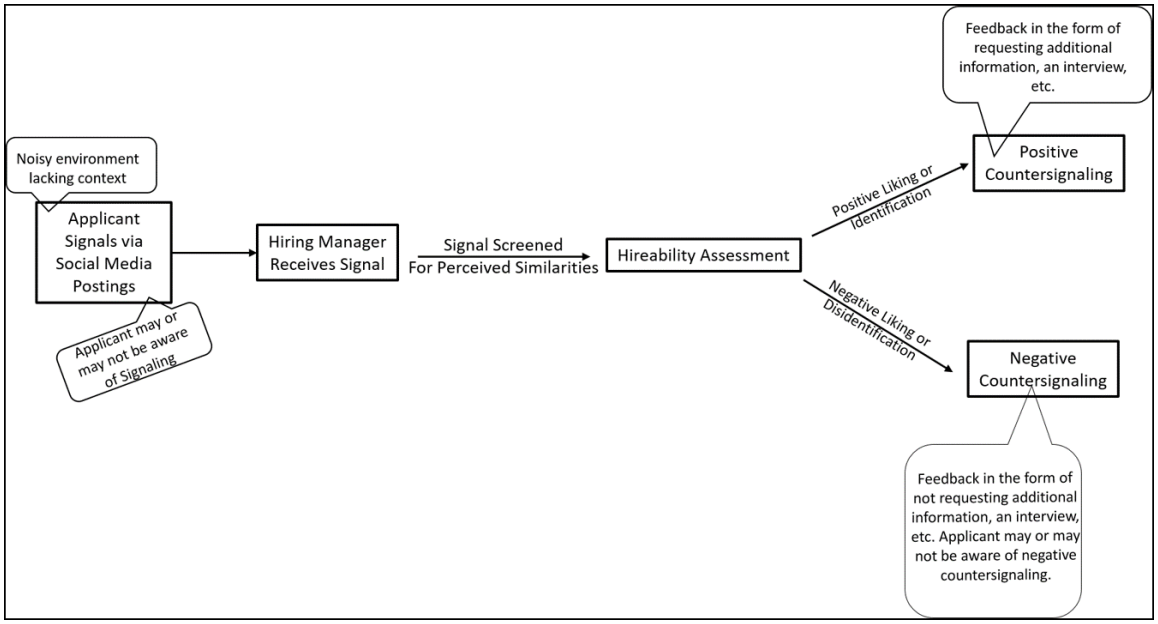

Figure 2.3: Social Media Signaling Environment

As touched upon earlier, the addition of social media in the decision-making process turns applicant screening from a single phase into a dual phase process (see figure 2.4, page 32, for comparison). Phase one, the resume being screened for job qualifications, remains the same in both the conventional and contemporary screening processes. As per Daft and Lengel (1986) a resume would be considered somewhat low in terms of media richness. It contains a relatively limited amount of information that would not be expected to exceed the information processing abilities of a hiring manager. Of utmost importance, a resume is likely to be mostly, or completely lacking, of signals that are not job relevant. This is not to say a resume will never contain irrelevant information, however, in the United States, practices for both the format and content of this document are somewhat standardized. While an individual may indicate they are a member of a particular religious or political association, this is not common practice and

would be considered an outlier. It would be even more uncommon for a resume to have extreme messaging (e.g., submitted with a watermark containing Christ on the cross, references to an opposing political party in a derogatory manner such as “libtards” or “conservacants”). While studying the implications of violating professional norms in resume content would make for an interesting study in and of itself, it is beyond the boundary conditions of this research, and as such is an area for future study.

As can be seen in figure 2.4 (top), if social media assessments are not utilized, the decision-making process and eventual countersignaling can be expected to be based on resume content with low media richness. However, if social media assessments are used, meeting job qualifications would initiate phase two of the hireability assessment (figure 2.4, bottom). It is in this phase that the conversion from low to high media richness occurs. During phase two, the hiring manager has access to what may be a barrage of information, much of which may not be job relevant (e.g., cat videos, status updates about the weather). They may also be exposed to a variety of signal strengths (or lack thereof) regarding the applicant's political and\or religious beliefs.

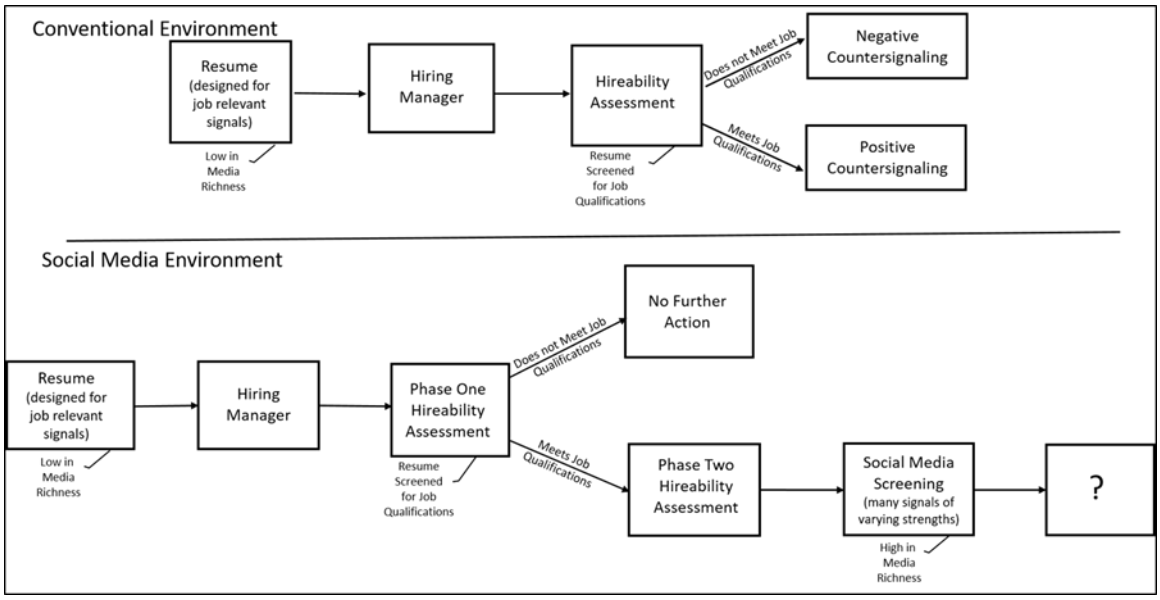

Figure 2.4: Media Richness in a Conventional versus Social Media Environment

Signal strength has generally been defined in terms of perception of the signal as either strong or weak (Gulati & Higgins, 2003; Ramaswami, Dreher, Bretz, & Wiethoff, 2010). While Ramaswami, et. al, (2010) view signal strength from the perspective of the signaler, this research will view signal strength from the perspective of the receiver. This is an important distinction as research has determined that the efficacy (i.e. strength) of a signal is determined in part by characteristics of the individual receiving the signal (Connelly et al., 2011; Suazo, Martínez, & Sandoval, 2009; Turban & Greening, 1997). Research has also found that receivers may apply varying weights to different signals and even distort the signal from the sender's original intent (Branzei, Ursacki-Bryant, Vertinsky, & Zhang, 2004; Ehrhart & Ziegert, 2005).

It is expected that this signaling, in an environment with a high level of media richness, will influence the outcome of the hireability assessment. That statement is by necessity vague at this point, as the theories and logic that expand upon "influence the

outcome" have yet to be introduced. In the following sections, and continuing into Chapter 3, we will decipher the "?" in figure 2.4 using the Similarity-Attraction Paradigm (Byrne, 1971) as it is situated within the Social Identity (Tajfel, 1978; Tajfel & Turner, 1979) literature.

By investigating the context of signaling via social media we enrich the existing research as will now be discussed. Connelly et. al. (2011) note that the signaling environment is an under-researched area of Signaling Theory (Connelly et al., 2011). While this research will not directly test Signaling Theory we will use the signaling environment to frame how social media signals travel from the signaler to the receiver for both interpretation, and ultimately decision-making as to what type of counter signal to respond with. As discussed previously, social media presents a noise rich environment in which hiring managers may have some difficulty isolating job relevant signals (Ruggs et al., 2016; Van Iddekinge et al., 2016). This research will contribute to the Signaling Theory literature by providing some initial insights into how the strength of a signal, traveling through a noise-laden environment (i.e., Facebook), is interpreted by a receiver. A potential additional contribution is differentiation of signal strength to examine what signals "break through the noise".

Similarity Attraction Paradigm

One framework that may help us understand and explore the phenomena of social media assessments and the resulting outcomes is the Similarity-Attraction Paradigm as conceptualized by Byrne (Byrne, Donn, 1961; Byrne, 1971). The fundamental premise underlying this paradigm is that similarity begets attraction (i.e. liking); individuals prefer

to be among others whom they perceive to be similar to themselves (Byrne, 1961; Byrne, 1971). That is, people like to be around others who positively reinforce their beliefs (Byrne, Donn & Clore, 1970). Likewise, those who are perceived to be dissimilar are associated with negative feelings and a lack of attraction (i.e. not liking) (Byrne, 1961; Byrne, 1971).

Situated within the Social Identity literature is the idea that individuals self-categorize, and categorize others into collective groups onto which specific traits, values, and characteristics are placed (Tajfel, 1978; Tajfel, 1982). When an individual is perceived as a member of an in-group (e.g., a Muslim perceives another individual to also be of the Muslim faith) that individual may be evaluated in a more favorable manner than that of an individual who is perceived to belong to an out-group (Goldberg, 2005). Consistent with the idea of identity salience (to be discussed later) individuals will place greater weight on attitudes more central to their identity (i.e. higher identity salience) than on more ancillary issues or attitudes (i.e. less identity salience) thus resulting in greater liking or disliking (i.e. attraction) based on the centrality of that identity (Byrne, Donn, Clore, Griffitt, Lamberth, & Mitchell, 1973). The Similarity Attraction Paradigm seeks to expatiate our understanding of the processes that occur from perceived in-group membership that result in increased favorability evaluations (Goldberg, 2005). Put another way, in this framework, Social Identity Theory explains the what ((“similarity matters”) (Carolina, 2005; Tsui, Egan, & O'Reilly III, 1992), while the Similarity-Attraction Paradigm also seeks to explain the “how” by opening up the black box of in-

group self-categorization into its subprocesses that lead to increased favorability evaluations (see figure 2.5).

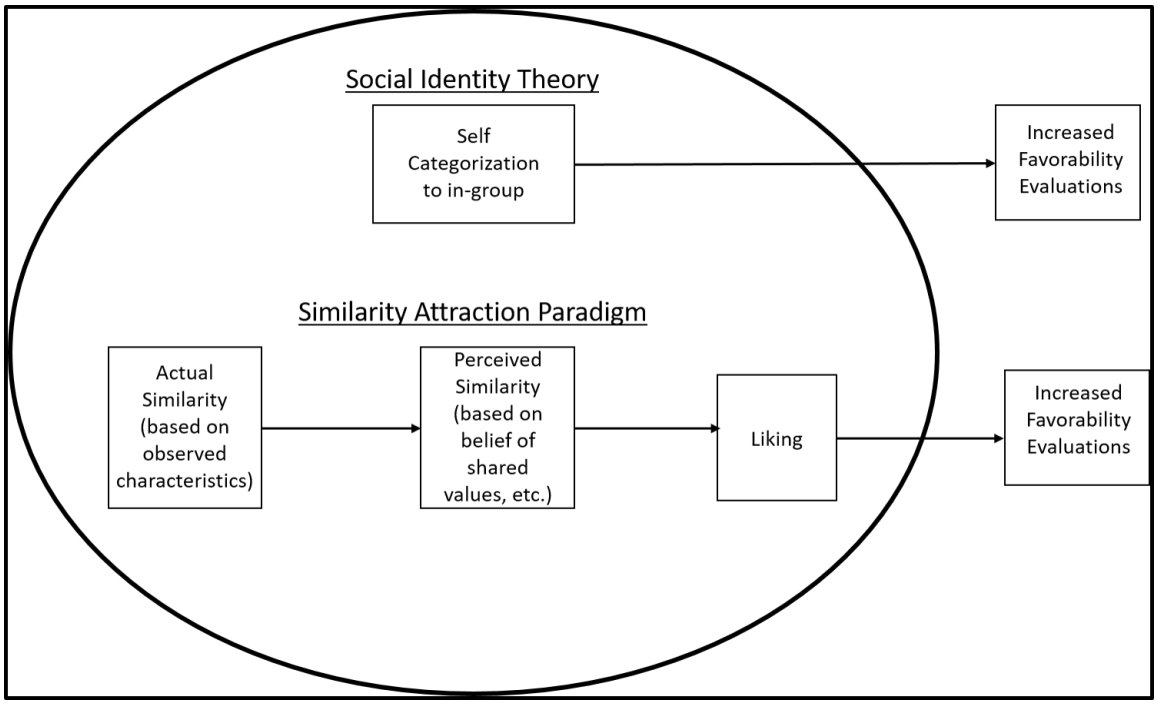

Figure 2.5: The Link between Social Identity Theory and the Similarity-Attraction Paradigm

As explained by Goldberg (2005) it is believed that similarity, both actual and perceived, will result in greater liking (i.e., attraction) of the individual due to the belief that a commonality is shared between them (Byrne, 1971; Goldberg, 2005). Liking, also called "interpersonal attraction" will ensue and then influence actual behavior (Fishbein & Ajzen, 1977), which in the context of this research would result in a favorable hireability evaluation (Goldberg, 2005). Again, the underlying dynamic is due to the self-categorization into the perception of a shared collective with shared values (Tajfel, 1982; Tajfel & Turner, 2004). Indeed, a 2012 meta-study of 337 similarity based studies found perceived similarity to have a positive effect on attraction (liking) with a mean effect size

(r) of .59 (Montoya, Horton, & Kirchner, 2008; Montoya & Horton, 2013). As Montoya and Horton (2013) further elucidate:

> *"Similar people are reinforcing and thus are associated with positive feelings, which in turn lead to attraction. People who disagree with us create inconsistency in our world and are associated with anxiety and confusion—feelings that lead to repulsion or, at the very least, lack of attraction."*
>
> (Montoya & Horton, 2013, p. 67)

It is important to differentiate between surface level and deep level similarities. Surface level similarities are those such as age, sex, and race/ethnicity that can be easily observed. Perhaps due to their observability, they are among the most commonly studied demographics in the similarity literature (Harrison, Price, & Bell, 1998). These surface level demographics are easily measured and believed to act as defensible proxies for an individual's characteristics and values (Bantel & Jackson, 1989; Harrison et al., 1998). For example, a woman of Asian descent in her thirties is assumed to have had many of the same life experiences as other Asian women in their thirties and thus assumed to develop the same or similar characteristics and values, hence the actual similarity should result in a perceived similarity of their characteristics and values (Chatman, Polzer, Barsade, & Neale, 1998).

Less studied are deep level similarities, that is, similarities in attitudes, beliefs, and values (Harrison et al., 1998). These similarities cannot generally be observed and

must be communicated in some other way such as verbally or other behavioral cues (Harrison et al., 1998). A 1971 study by Senger looked at manager-subordinate dyads and found managers consistently rated employees with similar values as more competent than those with values less similar to their own (Senger, 1971). A similar study looked at "perceived similarity of values" and found that not only did managers rate overall job performance better but were also more likely to recommend merit pay raises when they perceived they and their subordinate shared values (Turban & Jones, 1988). No studies were found that looked at perceived deep level similarity, communicated through a social media environment, in the context of hireability evaluations. As such this research will provide a considerable contribution to the similarity literature via multiple avenues.

In this research, the medium of communication for deep level similarities will be the social media environment of Facebook. As previously discussed this environment affords a relatively high level of media richness (Daft & Lengel, 1986) thus allowing an individual to disclose deep level similarities such as their religious and political affiliations which may lead to perceived similarity (or dissimilarity) in values and hence liking (or not liking). Not only can they disclose the perceived similarity, they can also reveal the perceived strength of that similarity by utilizing the extensive array of messaging tools afforded by Facebook. It should also be noted that many previous studies have looked at intact dyads, whereas this study will focus on hypothetical job applicants and hireability assessments via social media where no extant relationship exists (as is typical in a hiring scenario). Hence, in terms of the similarity literature, this research will contribute in multiple ways. First, it will contribute to our understanding of the

communication of deep level perceived similarities, and perceived strength of those similarities, via social networking, specifically via Facebook. Second, it will provide insight as to how these perceived similarities affect hireability assessments. And third, it will extend our body of knowledge to begin the task of discerning perceived similarity, and hireability assessments, under the conditions of no existing relationship and no in person or verbal contact.

Identification-Disidentification

Identification has been defined in a variety of ways. Mael and Tetrick (1992) described it as "a feeling of oneness with a defined aggregate of persons, involving the perceived experience of its successes and failures" (Mael & Tetrick, 1992). Ashforth and Mael (1989) referred to it as "the perception of oneness or belongingness to some human aggregate (Ashforth & Mael, 1989, p. 21) and Dutton, Dukerich, and Harquail (1994) characterize it as "when a persons self-concept contains the same attributes as those in the perceived organizational identity" (Dutton et al., 1994, p. 239). The pattern that emerges from these descriptions of identification is clearly one of a deep and profound connection to a larger collective to such a degree that the successes, failures, and values of the collective have become internalized and accepted as one's own successes, failures, and values.

According to Tajfel (1982), there are two requirements for achieving identification. The first is cognitive in that the individual must be aware of group membership, and the second is evaluative in that the individual must place "value connotations" on this membership (Tajfel, 1982). There is a third component, emotional

investment in the cognitive and evaluative requirements, which is often associated with but not necessary for achieving identification (Ashforth, Harrison, & Corley, 2008; Tajfel, 1982).

The constructs of identification and disidentification are rooted in Social Identity Theory (Tajfel, 1978; Tajfel & Turner, 1979). At the very essence of Social Identity Theory is the idea that an individual forms a perception of themselves based in part on their group memberships "together with the value and emotional significance attached to that membership" (Tajfel, 1978, P. 63). Individuals may feel they belong to any number of collectives on the basis of gender, race, ethnicity, political beliefs, religious beliefs, and professional affiliations among others. However, the strength of the sense of identity, or belongingness, will vary, thus determining the level of identification or even if identification occurs.

The evaluation of identity does not always have to be positive (i.e. identification) as there is also the possibility of a negative evaluation (i.e. disidentification). While identification is a strong sense of belongingness, disidentification is a strong sense of "what I am not" (Sluss & Ashforth, 2007, p. 22), and occurs when an individual defines themselves as not having the same traits, characteristics, and values as the group from which they disidentify (Kreiner & Ashforth, 2004). For example, an individual may believe that "absolute obedience to Christ is the only way into Heaven" and place the value connotation on themselves of "living a righteous life." If this value is of high salience to the individual's identity they may disidentify with an organization they deem "unrighteous" (what they are not) such as perhaps the secular organization American

Atheists: a US-based group dedicated to the separation of Church and State. This disidentification would be based on the perception that not only does American Atheists not share the value of "living a righteous life", but additionally they may view this organization of placing a value connotation on "there is nothing wrong with immorality." As this person defines themselves with the value of "living a righteous life", in terms of disidentification, they would thus define American Atheists as "what I am not" and disidentify from that organization.

An individual may feel identification with one signal and disidentification with another leading to what has been termed ambivalent identification (Banks, Kepes, Joshi, & Seers, 2015). For example, a hiring manager may identify with what they perceive to be an applicant's religion while they may also simultaneously disidentify with their perception of the applicant's political affiliation. This makes it clear that identification and disidentification are not a single construct existing on a continuum but rather two distinct constructs, as you can both identify and disidentify with the same individual (or collective) at the same time. It is also possible that a cue or signal does not activate any identity leading to null identification (Banks et al., 2016). One possible condition under which this could happen would be a misalignment of the signal to a salient identity (i.e. the identity is so dormant or nonexistent that no signal is perceived). Under such a scenario (null identification) there would likely be no effect of signaling on hireability evaluations.

Highly germane to this research, is that as constructs within the Social Identity literature, identification/disidentification do not necessitate an intact dyadic relationship.

A collective level social identity does not require personal relationships among members (Brewer & Gardner, 1996; Sluss & Ashforth, 2007) as the value connotations are attached to the group (Tajfel, 1978) as opposed to the individual members, and those belonging to that collective are assumed to share the values associated with that collective. For example, an individual may share the values of and attach emotional significance to a specific religion yet never attend church or have any personal relationships with people of that religion. Dependent upon the salience of a person's identity (e.g. religious), judgments are made about the characteristics (e.g., values) of in-group and out-group members (i.e. those belonging to that religion and those not belonging to that religion), based solely on group membership (Brewer and Gardner, 1996). As the following sections will show, both political and religious identities are exceptional in the sense that the degree of group level identification is remarkably high.

Political Identification

Political identity has been defined in terms of left and right since the 1789 French Revolution (Bobbio & Cameron, 1996; Jost, Nosek, & Gosling, 2008). During a session of the French legislative assembly, two opposing groups sat on opposite sides of the room. Sitting on the right side, were the Feuillants who supported the current monarchy, and on the left, were the Montagnards, who were opposed to the King and wanted change. Since that time "right-wing" has been associated with conservatism, and support of the status quo, while "left-wing" has been associated with "progressive social change and egalitarian ideals" (Bobbio & Cameron, 1996; Jost et al., 2008). The right-left dichotomy appears to have become a global phenomenon with these labels being applied

consistently in the US (Jost, et al., 2008), Australia and the United Kingdom (Unsworth & Fielding, 2014), to name just a few. Lipset, Lazarsfeld, Barton, and Linz (1954, p. 1135) characterized this right-left dichotomy as "by left we shall mean advocating social change in the direction of greater equality--political, economic or social; by right we shall mean supporting a traditional more or less hierarchical social order, and opposing change toward equality." The values and characterizations of the left and right have remained surprisingly stable over time.

Historically, conservatives have been more strongly associated with the church (Jost et al., 2008) and a recent report by the Associated Press finds the relationship between Republicans and the church remains intact (Connelly, et al., 2017), while liberals are more likely to challenge this institutional supremacy (Jost et al., 2008). Common to both left and right, in the United States, are the values placed on a fair judicial system, rule of law, constitutional freedoms, and the ability to achieve the American dream (Connelly et al., 2017). In general terms, in westernized societies, the right can be thought of as "orderly, conventional, and neat" while the left can be thought of in terms of being "open-minded in their pursuit of creativity, novelty, and diversity" (Jost et al., p. 131). In their four-year study, Jost et al., (2008) found that political identity significantly affected perspectives on a wide variety of topics and issues ranging from poetry to politicians. Please see table 2.2 for a more comprehensive (though far from complete) list of their findings. It is interesting to note, that all the variables in table 2.2 can be manipulated and shared via social media in a variety of ways. For example, a person may share a photo of a new tattoo or post a status update requesting ideas for a new tattoo.

Variable	Favorable to Liberals	Favorable to Conservatives
Poetry	X	
Asian food	X	
Street people	X	
Tattoos	X	
Big cities	X	
Foreign travel	X	
Religious people		X
Sport-utility vehicles		X
Fishing		X
Alcohol		X
Prayer		X
Brand logos		X
Gay unions	X	
Welfare	X	
Universal healthcare	X	
Vegetarians	X	
Affirmative-action	X	
Big corporations		X
Marriage		X
The Rich		X
The U.S. Flag		X
Military		X

Table 2.2: Preferences more Favorable to Liberals and Conservatives. (From *Jost, Nosek, and Gosling, 2008*)

Specific values are so ingrained into a political identity researchers are able to predict a person's partisanship based on two of the Big 5 personality dimensions: with openness to experience being higher among individuals from the left, and conscientiousness being higher among individuals from the right (Jost, et al., 2008). There is also an abundance of explicit evidence in regard to differences in attitudes toward tradition in contrast to social change (Conover & Feldman, 1981; Kerlinger, 1984; Kluegel & Smith, 1986). Recent research utilizing implicit association testing (i.e. automatic responses that are not subject to cognitive processing) find the same underlying

differences where those who are more to the right favor tradition, and those who are more to the left favor change (Iyengar & Westwood, 2015; Jost et al., 2008). These authors suggest that due to the implicit nature of the beliefs, political identity may be apolitical and instead a function of our "basic, underlying preferences" or alternatively, that after self-categorizing into a particular partisanship the salience of that identity leads to internalization of the values associated with either left or right (Jost et al., 2008).

As a collective, political identity is somewhat unique in that the social meaning applied to the value connotations are not inferred, but rather transmitted by partisan association (Cohen, 2003), in other words, values are applied in a way that allows identity congruence. For example, a Democrat who learns that other Democrats support a program allowing expanded access to weapons (generally antithetical to democratic values) will by definition consider this program as liberal and adjust value connotations accordingly. As the weapons program is now accepted as a democratic policy, it will not be viewed as "weapons proliferation" but rather "protection of self and home" (Cohen, 2003). A similar shifting of beliefs, based on political identity, has recently been found to extend to factual information as well. Unsworth and Fielding (2014) found that when the political identity of Australians was made salient, they altered their beliefs about anthropogenic climate change to conform to that of the political party to which they belonged.

As previously discussed, neither political identification nor the salience of an individual's political identity, are attributes that would generally be disclosed during a conventional applicant hireability assessment, as it is not customary in the US for this

information to be placed on a resume. However, in the environment of social media, not only can this information be disclosed, but it can be disclosed at a very granular level (e.g., intense political discussions, belonging to specific politically oriented groups) and with perceived differences in signal strength (from lack of signal to strong signal) that may influence the decision outcome of the hiring manager.

Political Affiliation as a Political Issue

Evidence is emerging that increasing polarization between opposing political parties is becoming more salient to an individual's political identity and to such an extent that people will align their personal values to match those of their political in-group, even in the face of an apparent value mismatch, as will be elucidated in the following paragraphs. Empirical research has shown that individuals are incognizant of the partisan influence on their judgment and believe they develop their opinion based only on factual information (Cohen, 2003; Dancey & Goren, 2010; Iyengar & Westwood, 2015). This unknowing "loyalty" associated with party affiliation exists among both conservatives and liberals. One early example of this phenomena is a 2003 study by Cohen, in which participants were presented with either a generous or stringent welfare program. When partisan information was not provided (i.e. when not told which party supported which program) participants selected the benefits package that aligned with their value system; liberals favored the generous package while conservatives favored the stringent one. However, when provided with information regarding the partisan support of the two packages (e.g. liberals were told the stringent package was supported by their party), participants chose that which aligned with their group membership, and reported they

arrived at their decision based solely on the objective contents of the package (Cohen, 2003). In other words, participants in this study would assign value connotations to the program that allowed them to both maintain identity congruence and support their political party. Dancey and Goren (2010) found a similar partisan phenomena when studying public discourse around the issues of healthcare reform, welfare reform, gay rights, and affirmative action; with individuals updating their views based on that of their political party.

This "partisan effect" is neither restricted to the United States nor is it restricted to opinion based information. A 2014 study in Australia, by Unsworth and Fielding, found that when political identity was made salient, individuals would change their beliefs about anthropogenic climate change to align with that of their political party (Unsworth and Fielding, 2014). They suggest a causal relationship between political identity and "momentary attitudes and beliefs around the scientific fact of climate change" (Unsworth and Fielding, 2014 p. 135). As with the studies discussed in the previous paragraph, political identity was found to be of such salience it is capable of overriding personal values and beliefs. As these researchers also point out, there are many opportunities throughout the day for an individual's political identity to be made salient (e.g. interactions with coworkers, various forms of media) (Unsworth and Fielding, 2014) and this would certainly be true in the case of a hiring manager performing a social media assessment.

A rather unique study, by Wolf, Strachan, and Shea (2012), examined what they refer to as a second layer of party polarization. They argued that not only does political

identification, and strength of that identification, shape an individual's views on a particular issue, but it also shapes how we choose to resolve those issues. As shown in figure 2.6 they looked at the importance of "compromise to get things done" versus the importance of "standing firm on principle". Those with a strong Republican identity reported that it was important to stand firm on principle (84%), while those with either a strong or weak Democratic identity reported the importance of compromising to get things done (63%, 65% respectively) (Wolf et al., 2012). This data was collected during the US midterm elections of 2010, and while no comparable study was located that examined this second layer of polarization, there has been extensive issue-based polling following the 2016 US presidential election.

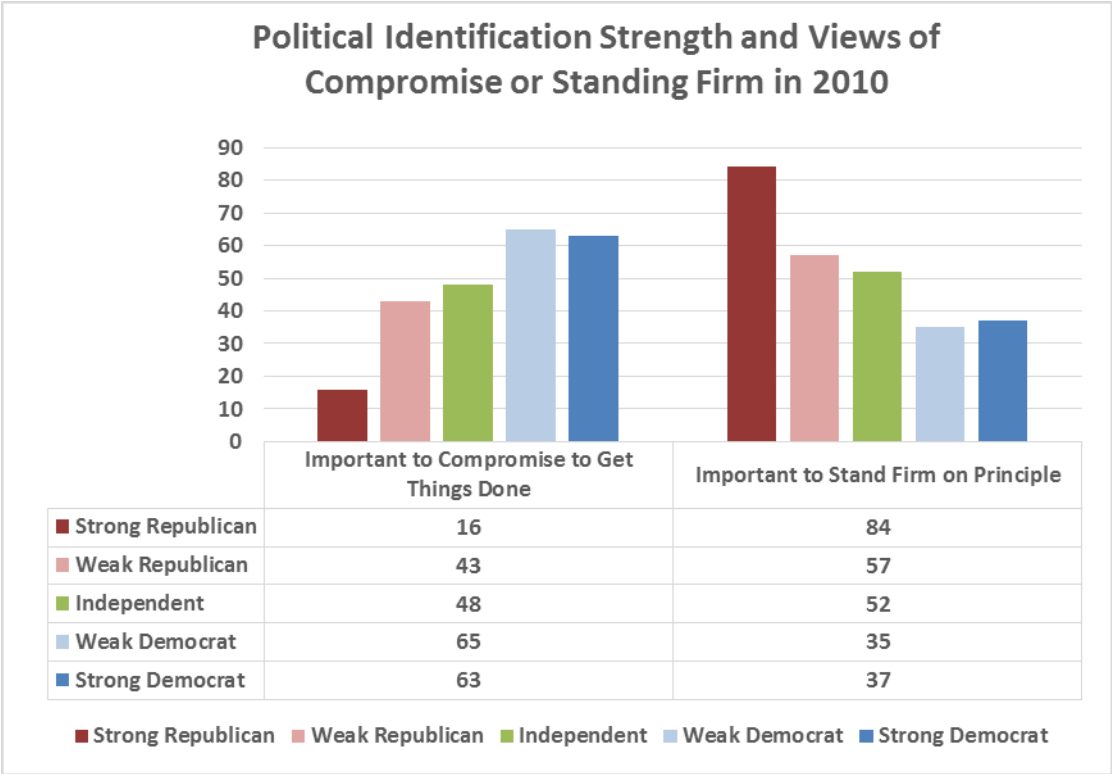

Figure 2.6: Strength of Political Identification and Views on Standing Firm or Compromise (source: Wolf, Strachan, and Shea, 2012)

While we hesitate to individualize any singular politician, the rise to power of Donald J. Trump to the office of the presidency of the United States has been one of notable polarization, and thus serves as an exemplary representation of partisanship in the United States. As can be seen in figure 2.7 opinions in regard to a wide variety of issues are split not only along party lines but, in most instances, also differ based on strength of political identity. Liberals and conservatives have opposing opinions on a full range of issues, from supporting a law that will require future presidential candidates to release their tax returns (liberal support) to building a wall at the Mexican border to be paid with US tax dollars (conservative support). As the 2012 study (Wolf et al., 2012), and recent polling clearly indicate, both political identification and strength of that identification are

highly salient in American politics, not only in terms of how we view issues and form opinions, but additionally how we feel those issues must be confronted.

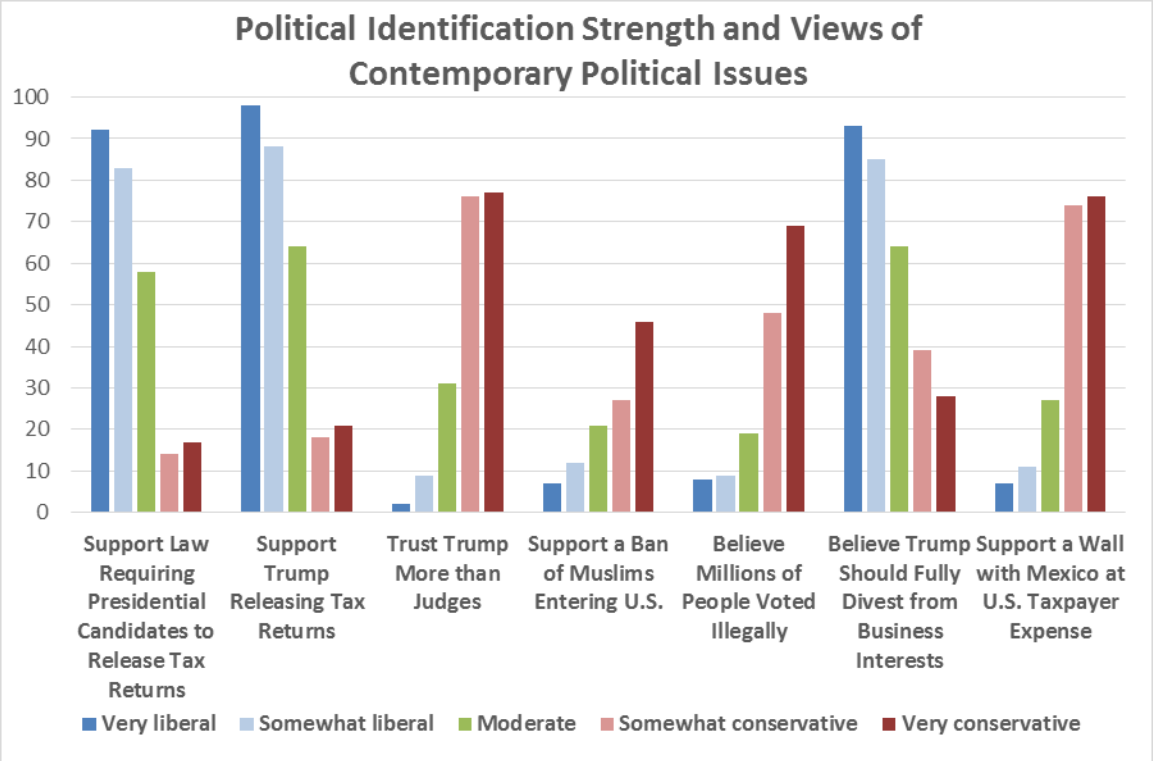

Figure 2.7: Political Identification Strength and Views of Contemporary Political Issues in 2017 (source: *Statistica, 2017*)

Highly salient to this research is the recent Jobvite (2016) survey which found nine percent of recruiters self-reported perceived bias upon finding out the political affiliation of an applicant and this bias was strong enough to remove the applicant from consideration (Jobvite, 2016). The literature is consistent with the argument that negative information carries more weight and influences our judgments and decisions more so than does positive information (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001). Further Roth et al., (2016) propose that negative information will be weighted more heavily than positive information in social media assessments (Roth, et al., 2016). Should

a recruiter discover that an applicant has a different political affiliation the recruiter may view this as negative information, especially if the recruiter highly identifies with their own political group. Again, there is some evidence for this in the Jobvite (2016) survey where a full 18% of recruiters self-reported bias upon discovering which candidate an applicant would be voting for (Jobvite, 2016).

Research has found that not only does negative information remain in memory longer, but that it is believed to be more diagnostic of individual differences (Baumeister et al., 2001; Kanar, Collins, & Bell, 2010). Should a recruiter highly identify as a partisan member of a political party, they may view those of other affiliations in a negative manner (i.e., as members of an out-group). Thus, should a hiring manager learn an applicant is a member of a different political group, and they disidentify with that group, it may lead to the removal of that applicant from the pool based on party membership (i.e., being a member of the out-group). In that same vein, a recruiter who discovers an applicant is of the same political affiliation as themselves may not pay very much attention to that information, or they may identify with that political group and allow them to proceed through the selection process. It is additionally possible that a recruiter is apolitical, or lacks a politically salient identity, and allows the application process to proceed regardless of the applicants' political affiliation.

Religious Identification

Religion is unique in that it often requires, or encourages, visible signaling to indicate group membership and thus perceived similarity, making it an ideal fit for both Signaling Theory (Spence, 1973) and our research model, the Similarity-Attraction

Paradigm (Byrne, 1971). Resumes, having a somewhat standardized format, generally exclude religious information. While social media, lacking standardization, allows for sharing not only your religion but insights as to the perceived strength of your religious beliefs, making religion ideal to explore in the context of social media and hireability assessments.

Religious Identity refers to group membership in a specific religion and is formed when an individual makes a commitment to that religion (Coşgel & Minkler, 2004). Several scholars have suggested that religious identity may have a higher salience than other types of identities, with examples such as race, gender, ethnicity, and political, being provided (Coşgel & Minkler, 2004; Freeman, 2003; Verkuyten & Yildiz, 2007). The basic premise believed to be foundational to the high salience of a religious identity, while not always explicitly stated, in most instances the consanguinity to a collective group identity as conceptualized by Tajfel (1978, 1982) is notably overt. For example, Coşgel and Minkler (2004) state that followers of a religion are provided with a "distinct theology and coherent and stable set of norms, institutions, traditions, and moral values that provide the basis for an individual to establish and maintain a secure identity" (p. 343). Ysseldyk, Matheson, and Anisman (2010) describe religiosity as having "dual" functions, serving as both a social identity and a belief system. It is believed that this duality is what affords religion its high salience as an identity. As a collective social identity, values and norms are shared among its members (Tajfel, 1978; Tajfel, 1982) and as a belief system, it requires acceptance of a higher moral authority that is unfalsifiable (Wellman Jr & Tokuno, 2004; Ysseldyk et al., 2010).

A recent study by Brandt and Van Tongeren (2015) looked at religious fundamentalism (i.e., belief in a literal interpretation of religious texts) and prejudice in the context of Byrne's (1971) Similarity Attraction Paradigm. They note that it has long been suggested that those high on fundamentalism are more likely to show prejudice toward those with different religious beliefs, or in the vernacular of the Similarity-Attraction Paradigm, "dissimilar others" (Allport & Ross, 1967; Brandt & Van Tongeren, 2015). However, in their study, Brandt and Van Tongeren (2015) found that fundamentalists, those less religious, and those with no religious beliefs, all exhibit some degree of prejudice against those holding different religious views. Religion often encourages or even requires, some form of visible signaling to indicate group membership, thus allowing for others to immediately determine perceived deep level similarities.

A religious signal may not only indicate group membership but additionally, communicate your strength of belongingness to that group. For example, wearing a necklace or other accessory in the form of the Star of David will indicate that individual is a member of the Jewish religion, and may likely be viewed as a weak signal, as it is a commonly worn accessory. However, should a Jewish male wear a yarmulke while grocery shopping, this would likely be viewed as a strong signal that this individual has a highly salient religious identity as a Jewish male. Other examples of religious signaling would include wearing of the hijab by Muslim women, the distinct clothing style of the Amish, the wearing of a cross accessory by Christians, among others. There are many ways in which social media affords religious signaling, especially a format so rich in

features such as Facebook. For example, an individual may post pictures of themselves in religious garb or at religious ceremonies, they may post religious scriptures as status updates, they may "like" religious-oriented groups or pages, or they may share a religious meme, among others. This religious signaling can greatly simplify the process of determining if an individual is a member of an in-group or an out-group, and thus allow for some judgment of perceived level of similarity.

In terms of hireability assessments, as discussed previously, during the traditional hiring process (i.e. no social media assessment) it is unlikely that a potential employer would be able to discern the religion, or perceived strength of religious identity, from a resume. As religion is a protected class, in a traditional setting the most likely avenue (and potentially only legal one) for an employer to discern a religious identity of a job applicant is if that individual were to appear for the interview wearing some sort of religious symbol, or if that individual somehow other voluntarily indicated their religion. With a social media assessment, it is possible to learn a person's religion prior to an interview. To our knowledge, religious information discovered through social media and its effects on hireability assessments has not yet been empirically studied. Hence this research has the potential to provide novel insights into how an individual's religious identity, a protected class, as expressed in the signaling environment of social media, affects their hireability assessments.

Individuating Information

*F*undamental to theories of individuating information is the idea that "first impressions" are often formed on categorization based on group characteristics (i.e.,

stereotyping), but individuating information allows impressions to be formed based on unique knowledge that is unrelated to the group level stereotypes (Fiske, 1998). Thus, individuating information (see next paragraph) can influence these "first impressions" by providing additional cues on which to base the characterization (McCarthy, Van Iddekinge, & Campion, 2010). Should enough individuating information be provided and processed it can override the "first impression" and result in an adjustment to the initial assessment of that individual (McCarthy et al., 2010). It should be noted that stereotyping is not ineluctable but rather is dependent upon the goals, prejudices, and cognitive resources, of the perceiver (Kunda & Spencer, 2003; Sinclair & Kunda, 1999). Even should stereotyping initially occur, it can be overcome via further interaction with the individual (Kunda, Davies, Adams, & Spencer, 2002).

Individuating information is that which allows us to discern differences in applicants based on knowledge, skills, abilities, and personality traits that are generally job-related and it has been found to be influential in decision-making as it "forces managers to focus on information that is reflective of job performance" (McCarthy et al., 2010, p. 337). Research has shown that increasing amounts of individuating information result in demographic characteristics having less influence on assessments (Kunda & Thagard, 1996). However, research has also shown that in general people will not actively seek individuating information beyond such a time as they feel they have enough information to make an assessment (Cameron & Trope, 2004) which can result in a lack of meaningful adjustment to the initial assessment (Cameron & Trope, 2004; Epley & Gilovich, 2006).

Dunn and Spellman (2003) performed a series of experiments and found that when directed to consider individuating information, perceptions based solely on stereotyping are inhibited. A meta-analysis that looked at gender, individuating information, and the effects on hiring recommendations found that individuating information may be eight times more powerful than gender stereotyping with regard to recommendation outcomes (Olian, Schwab, & Haberfeld, 1988). Additionally, research has found that when individuating information is available, it will diminish the impact of demographics on impression formation (Kunda & Thagard, 1996). Individuating information affords to hiring managers a more holistic view of a job applicant (Fiske & Neuberg, 1990), and can supplant stereotype perceptions in the decision-making process (McCarthy et al., 2010). McCarthy et al., (2010) posit that should individuating information be relevant to the task (i.e. hireability assessments) it should be more readily incorporated into the evaluation thus negating the effects of group level characterization.

This research will contribute to the individuating information literature stream by way of signal strength in a social media environment. Individuating Information is, by definition, job relevant. Will hiring managers focus on these job relevant cues in a noisy social media environment? Is there an effect of signal strength on their ability to focus on job relevant information? In other words, will the strength of political and religious messaging, via social media negate the effects of individuating information? This is critical, as one of the main criticisms of social media screening is the potential inability to focus on job relevant cues thus drawing into question not only their validity (Roth et al.,

2016), but potentially their legality (Brown & Vaughn, 2011) as a hireability assessment tool.

Hireability Evaluations

The purpose of a hireability assessment is to look for indicators of how an individual may perform the duties and responsibilities in the position for which they are hired. A Hireability Evaluation, more commonly referred to as "job performance" is a multidimensional construct which has been generally agreed-upon to include the domain of task performance, organizational citizenship behavior (OCB), and counterproductive work behavior (CWB) and is believed to capture an individual's overall contribution to an organization (Devonish & Greenidge, 2010; Rotundo & Sackett, 2002; Sackett, Berry, Wiemann, & Laczo, 2006; Sackett & Lievens, 2008). Task performance is considered an in-role performance, while OCB and CWB are extra-role performance (Ariani, 2013). In all cases, these are actions and behaviors which are under an individual's own control.

Task Performance is the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman & Motowidlo, 1997, p. 99). This is a type of in-role behavior (i.e., duties and responsibilities which are generally, but not always, defined in a job description) and direct contribution to the technical core is a key differentiating feature from the extra-role behaviors of OCB and CWB (Rotundo & Sackett, 2002).

Organizational citizenship behavior is that which contributes positively to the organization but is not necessarily considered part of the core job function, and as such is voluntary in its nature (Sackett et al., 2006). These types of behaviors can manifest in a

variety of ways including being courteous to those around you, speaking positively about the organization, and voluntarily performing additional duties outside of one's assigned tasks. From these examples, we can see that OCB itself is a multidimensional construct, having both an organizational and individual level, and has been recognized as such at least since 1983 (Coleman & Borman, 2000; Smith, Organ, & Near, 1983).

Counterproductive work behavior is that which is voluntary in nature that violates the norms of the organization and may even be threatening (Sackett et al., 2006). Examples of CWB include acting rudely toward your coworkers, stealing from the organization, and intentional low-level performance. As with OCB, CWB is also a multidimensional construct having both an organizational and individual level (Bennett & Robinson, 2000; Sackett et al., 2006).

This research also begins to develop and validate a new construct, Social Media Deviance. This new construct is defined as a type of voluntary online activity which reflects negatively on the organization, its employees, or its customers. This is a multidimensional construct composed of production deviance, interpersonal deviance, and organizational deviance. Examples of production deviance would be using social media instead of performing assigned duties, or in a way that is not authorized during working hours. Examples of interpersonal deviance would be using social media to gossip about a co-worker or post negative remarks about another employee. Examples of organization deviance would be using social media to post negative content about the organization or posting confidential information about the organization. The defining

characteristic of this new construct is that this activity takes place online, and on the individuals own social media.

Organizational Citizenship Behavior and Counterproductive Work Behavior are distinct constructs, as opposed to being opposites on a continuum. As Sackett et al. (2006) found in their study an 8.7% co-occurrence of individuals simultaneously exhibiting high levels of OCB and high levels of CWB. They posit that this could be to the multidimensional nature of the constructs themselves. An individual may have positive feelings toward their immediate coworkers thus manifesting OCB's while simultaneously having negative feelings in regard to specific organizational policies thus manifesting CWB's (Sackett et al., 2006).

As job performance is commonly measured as an aggregate of Task Performance, OCB, and CWB, (Devonish & Greenidge, 2010; Rotundo & Sackett, 2002; Sackett et al., 2006; Sackett & Lievens, 2008) the practice was carried over into the measurement of hireability assessments as well. The same job performance measures are being used as proxies (in aggregate) for hireability evaluations in the social media and hireability assessment literature (Wade & Roth, 2015). Hence, we know nothing about how these individual constructs are affecting hireability assessments of job applicants in a social media environment. This research will begin to fill in that gap by deconstructing job performance into its three underlying constructs and examining the effects of each on hireability assessments.

Social Media Components Relevant to Selection

Shields and Levashina (2016) identified and defined multiple components of social media platforms that may be used in the selection process (Shields & Levashina, 2016). The features they identify are common not only across platforms but on platforms that are unique to different countries, such as Vkontakte (www.vk.com) in Russia and RenRen (www.renren.com) in China. While this research will focus on the Facebook platform, due to the commonality of the features across platforms and countries the findings and implications of the study will likely have broad appeal in both the United States and internationally. These features are defined and discussed in the following paragraphs while a list of definitions can be found in Table 2.3 on page 63.

Shields and Levashina (2016) identified two types of content, there is dynamic profile content which is defined as "content that is regularly added by the user" and static profile content defined as "prompted background information about the user" (Shields and Levashina, 2016, p. 159). Static profile content does not change very often and is designed to provide background information about the account owner. For example, Facebook features an "about" section which requests information on your "work and education", "places you've lived", "contact and basic information", "family and relationships", "details about you", and "life events". Information requested in these sections ranges from gender, political views, religious views, educational and professional backgrounds, places you've lived, among others. Completing this information, and the thoroughness in which it is completed is optional. While beyond the scope of this research, it has been suggested that those with missing information (i.e.,

those who have chosen not to complete this optional content may be at a disadvantage in the sense that the applicant with missing information will receive more negative assessments (Grasz, 2016; Roth et al., 2016). The content itself is defined as "any information that the owner of the profile publishes on their various social media platforms" (Shields and Levashina, 2016, p. 159).

Authenticity is another component of social media suggested to affect the hireability assessment. This is defined as "both the ability to identify the current profile, as well as the accuracy of the information on the profile" (Shields and Levashina, 2016, p. 159). Authenticity can also be thought of as how well the contents of the social media reflect the identity of the user. The authors suggest, that sites such as Facebook, where users can provide large amounts of information, may be considered more authentic in regard to identity presentation then sites such as Twitter, where there is little opportunity to provide personal information (Shields & Levashina, 2016).

Third-party contributions are defined as "how others interact and impact the users profile" and privacy is defined as "the degree of visibility of the users information" (Shields and Levashina, 2016, p. 159). Third-party contributions may come in the form of comments, posts, or reactions, among others, to an individual's Facebook content. This may become problematic during a social media assessment should a third-party contribute inappropriate content (e.g., cursing, racist remarks) leaving the hiring manager to decide if the applicant agrees with the posted content (Shields and Levashina, 2016). At least one empirical study has found third-party comments to have a more significant

effect on the assessment than those made by the applicant (Walther, Van Der Heide, Kim, Westerman, & Tong, 2008).

The number of connections is defined as "the amount of other users on the social networking site who initiated the offer to connect or agreed to be connected to a person" (Shields and Levashina, 2016 p. 159). The authors speculate that the size of an individual's network may be a proxy for "social skills or accumulated social capital" and consider it to be dynamic content as an individual has the ability to increase and decrease their network over time (Shields and Levashina, 2016, p. 162), in fact it is not uncommon to see on Facebook individuals announcing they will be purging their friends list, thus decreasing the size of their network and by extent their social capital. In 2012 a Pew Research report found that 63% of social media users admitted to purging their friend's list, an increase from 56% in 2009 (Madden, 2012). Interestingly this had both a significant gender and age effect, with 67% of women (versus 58% of men) culling their friend's list and 71% of younger adults (aged 18 to 29) doing so (Madden, 2012). Manipulation of network size is beyond the scope of this research but is an interesting area for a future study.

As an illustration of how powerfully intertwined politics and Facebook has become, in terms of the previous construct of number of connections, consider the following two examples: the first being the 2016 US presidential election, and the second that of the 2014 Israel-Gaza conflict. Unfriending was an especially salient phenomenon that occurred during both events (personal observation for the US, John & Dvir-Gvirsman, 2015). In the US memes proliferated not only encouraging individuals to

unfriend contacts if they would be voting for the opposite party but also individuals announcing, often via meme, they would be unfriending any contact they discovered was supporting the opposing party: see figure 2.8 for two opposing memes that highlight this phenomenon of political unfriending. This political unfriending is not limited to the United States. A recent study examined Facebook unfriending in Israel during an extreme political event: the Israel-Gaza conflict of 2014 (John & Dvir-Gvirsman, 2015). Sixteen percent of survey participants self-reported unfriending an individual on Facebook during this two-month conflict for reasons such as finding the posts offensive, disagreeing with the content of the posts, or being concerned that the posted content may offend another Facebook friend, among others (John and Dvir-Gvirsman, 2015). While political unfriending is beyond the scope of this research, these exemplars highlight the powerful reactions that can be elicited via political postings on Facebook.

Figure 2.8: Two Opposing Political Memes Prominent during the 2016 US Presidential Election

Feature	Definition
Content	Any information that the owner of the profile publishes on their various social media platforms
Dynamic profile content	Content that is regularly added by the user
Static profile content	Prompted background information about the user
Authenticity	Both the ability to identify the current profile, as well as the accuracy of the information on the profile
Third-party contributions	How others interact and impact the user's profile
Privacy	Degree of visibility of the user's information
Number of connections	Amount of other users on the social networking site who initiated the offer to connect or agreed to be connected to a person

Table 2.3: Social Media Features Defined, Shields and Levashina, 2016, p. 159

CHAPTER THREE

RESEARCH MODEL AND HYPOTHESES DEVELOPMENT

In this chapter, we develop the research hypotheses that will be used to test our formal research model. We will begin with partisanship and religion and its relationship with identification, disidentification, and perceived similarity. We will then discuss signal strength and its moderating relationship with identification, disidentification, and perceived similarity. We then discuss the well-established relationship of perceived similarity to liking, and finally how liking and individuating information effect hireability evaluations in terms of task performance, organizational citizenship, and counterproductive work behaviors.

The research model (figure 3.1, p. 76) hypothesizes that an individual's partisanship (or religion) will have a direct effect on identification, disidentification, and perceived similarity of the hiring manager to the applicant. The perceived signal strength of a Facebook posting (either partisanship or religion) will moderate levels of identification disidentification and perceived similarity. Identification and disidentification will have a direct effect on perceived similarity. The level of perceived similarity will then effect the liking of the applicant and ultimately the hireability evaluations. Both liking and individuating information are hypothesized to have a direct effect on hireability evaluations in terms of task performance, organizational citizenship, and counterproductive work behaviors. We will now discuss each relationship in detail.

Partisanship (or religion) to Identification, Disidentification, and Perceived Similarity Relationships

As discussed in Chapter 2, both political and religious identities are believed to be highly salient. A recent study by (Brandt & Van Tongeren, 2015) noted that those across the religious spectrum, from fundamentalists to those having no religious views, almost all exhibit some degree of prejudice toward those having religious views different from themselves. As also discussed in Chapter 2, studies have shown that partisanship is so powerful that it can cause individuals to change their minds not only on personal beliefs (Cohen, 2003; Dancey & Goren, 2010), but also on scientific facts (Unsworth and Fielding, 2014), and to not even be aware of the partisan effects on those decisions (Cohen, 2003; Dancey & Goren, 2010).

Identification is a feeling of connectedness and shared values (Mael & Tetrick, 1992) while disidentification is a "sense of what I am not" (Sluss & Ashforth, 2007, p. 22), in other words, disidentification is not sharing the same values and characteristics of the group from which you disidentify. Perceived similarity is an impression that is formed during a social interaction, or in this case a Facebook posting, that an individual (hiring manager) perceive themselves as similar to another individual (job applicant) (Engle & Lord, 1997). Thus, the perceived partisanship (or religion) of the applicant by the hiring manager will influence these relationships:

H1a\b: (a) Partisanship ((b) Religious) identity cues of the applicant influence Identification that the rater feels toward the group of the applicant.

H2 a\b: (a) Partisanship ((b) Religious) identity cues of the applicant influence Disidentification that the rater feels toward the group of the applicant.

H3 a\b: (a) Partisanship ((b) Religious) identity cues of the applicant influence Perceived Similarity on the part of the rater toward the applicant.

Signal Strength to Perceived Similarity Relationship

Signal Strength is defined as the level of perceived salience of the signal to the receiver. In a signaling environment we know it is the receiver who processes the signal and translates it into a perceived meaning (Connelly et al., 2011). In other words, the same signal may be simultaneously viewed as strong and meaningful or as weak and meaningless depending on how it is interpreted by the individual receiver. For example, Casey makes a social media posting indicating they believe in LGBQ equality and the signal is then interpreted by two different hiring managers. One of those hiring managers is highly religious and an advocate of conversion therapy, while the other is not even sure what LGBQ stands for and barely notices this posting. The first hiring manager in this scenario may perceive Casey's post as a strong and meaningful signal, while the second may barely notice the signal was even sent. Hence the perceived strength of the signal is moderating levels of perceived similarity. In this particular example, for hiring manager one, who views the signal as strong and contrary to their own personal beliefs, there may be a negative moderating effect on perceived similarity, while for hiring manager two, who may not have even noticed the signal, there may be no effect at all.

A literature review revealed no studies on how the signal strength of a social media posting will affect the perceived similarity of the receiver to the sender. Social

media affords many ways to manipulate signal strength. As discussed in Chapter 2, Facebook, in particular, is rich in a variety of features that allow for signal manipulation. For example, an individual may post only a meme (e.g., a photo with extreme religious content), they can both post the extremely religious meme and share their thoughts about the meme (in the form of a status update), or they can "like" the meme. These three different forms of signaling (only sharing, sharing with a status update, and liking) may be perceived as different signal strengths by the receiver of the message and thus interpreted in a variety of ways. For example, one hiring manager may view the message as "strong and dissimilar", while another may view it as "strong and similar", and yet another as "weak and similar". Also, as previously discussed, it is possible the signal is not even perceived. It is believed this will be the first study of its kind that examines the link between signal strength and perceived similarity in a social media environment. As social media use continues to rise not only in hireability assessments but becomes an integral part of everyday life, gaining insight into how different signals are interpreted by a receiver and translated into a perceived similarity has important implications for both theory and practice. For theory, we will begin to gain an understanding of what types of signals break through the "noise" of social media. For practice, the outcome of this research may provide some insights for creating a methodology for structured social media assessments, thus potentially helping businesses to avoid some of the legal concerns as previously discussed.

H4: Signal Strength will moderate levels of Perceived Similarity of the rater to the job applicant.

Signal Strength to Identification/Disidentification Relationships

As discussed in Chapter 2 no personal relationship is necessary to identify with other members of a collective. In most instances, a hiring manager will not have an established role relationship with an applicant and thus the evaluation could default to the stereotype of the collective level identity (Sluss & Ashforth, 2007) that they perceive as being signaled by the applicant through social media postings. And recall that signal strength is defined in terms of the receiver, not the sender. Consider the scenario that Casey has posted content on social media which the hiring manager interprets as a strong signal that Casey is an evangelical Christian. The hiring manager also considers herself to be an evangelical Christian and will thus default to the belief that she and Casey share religious values and characteristics based on the stereotype attributed to being an in-group member of the collective level identity "evangelical Christian". Dependent upon how salient the religious identity is to the hiring manager she may reach a stage of identification with Casey. As identification will only influence decision-making when the associated identity is salient (Ashforth et al., 2008) the signal Casey sends, as perceived by the hiring manager, must activate the relevant identity. In other words, the strength of the signal, as perceived by the hiring manager, must be strong enough to activate the associated identity.

While identification/disidentification has been studied in a social media environment (Roth, Goldberg, & Thatcher, 2017) no published studies were found that examined how signal strength affects identification/disidentification. For example, should Casey post a meme indicating "liberals are bad for America", and another job applicant

posts a photo of a violent riot which states “liberalism is a mental disorder”, will they have the same effect on a conservative hiring manager? While these may both be perceived as anti-liberal messages, the latter is clearly a stronger signal than the former. Will the conservative manager identify with either of these messages and by extension the individual who posted them? If the hiring manager is liberal, will disidentification occur? Will the stronger signal be perceived as too extreme? If the signal strength is too extreme, will disidentification occur even if the hiring manager shares the same beliefs as expressed in the posting?

As in signal strength to perceived similarity, there are no known studies examining the link between signal strength and identification/disidentification in a social media environment. We have chosen to study two identities which are known to have high salience; political (Iyengar & Westwood, 2015; Unsworth & Fielding, 2014) and religious (Coşgel & Minkler, 2004; Freeman, 2003; Verkuyten & Yildiz, 2007) with the belief that different signal strengths will moderate levels of identification and disidentification of the hiring manager to the job applicant. As explained in the two-phase model, prior to social media assessments, it is unlikely that hiring managers would be aware of this information (political and\or religious identity) prior to an in-face interview. With the use of social media assessments, this information may be readily available, thus allowing hiring manager’s access to information that may influence assessment outcomes early in the hiring process.

H5: Signal strength as perceived by the rater will moderate identification with the group of the job applicant.

H6: Signal strength as perceived by the rater will moderate disidentification with the group of the job applicant.

Identification\Disidentification to Perceived Similarity Relationship

As stated by Brewer and Gardner (1996) "when collective identities are salient, in-group—out-group categorizations become the most important basis for evaluating others" (Brewer and Gardner, 1996, p. 91). However, identification with the in-group must be strong for bias to occur (Haslam & Ellemers, 2005; Tajfel & Turner, 1979).

Hogg and Terry (2000) say that perceptions are formed based on a "group prototype" which they define as a "cognitive representation of features that describe and prescribe attributes of the group" (Hogg and Terry, 2000, p. 123). In other words, if an individual is aware of group membership, or perceived group membership, they by definition are cognizant of what they believe the values of members of that group to be and how they believe members of that group will behave.

Recall that disidentification is a strong sense of "what I am not" (Sluss and Ashforth, 2007, p. 22). A study by Iyengar and Westwood, (2015) found out-group bias based on political affiliation to be both "ingrained" and "hostile" (Iyengar & Westwood, 2015) which provides some evidence that disidentification may occur should a hiring manager ascertain the political affiliation of a job applicant. Another recent theoretical review suggests that disidentification negatively influenced perceived similarity when the political affiliation of the job applicant was made available (Roth et al., 2017). In fact, they found the effects of disidentification so significant on all subsequent variables in

their model they jocularly suggest it be called the “disidentification-dissimilarity paradigm”.

What makes this study unique, is the examination of signal strength in a social media environment. As we have expounded upon in both this and the previous chapter, detailed information in regard to an individual’s religious and/or political identities is not commonly available in a traditional hiring environment. However, within a social media environment, hiring managers now may not only have access to that information, but they may form opinions of perceived similarities, and make hireability assessments based on those perceptions, prior to an in face meeting with the applicant.

H7: Identification with the group of the job applicant will positively influence perceived similarity by the rater.

H8: Disidentification with the group of the job applicant will negatively influence perceived similarity by the rater.

Perceived Similarity to Liking Relationship

The link between perceived similarity and liking has been well established in the research literature (Byrne, 1971). As explained by the Similarity-Attraction Paradigm, individuals will view those of the in-group more favorably than those of the out-group (Goldberg, 2005). Political views, and particularly political affiliation are believed to be collective level salient identities (Arceneaux & Vander Wielen, 2013; Iyengar & Westwood, 2015; Riggio, 2008). At least one study found that evaluation of others based on political affiliation appears to be “ingrained” and that it is “hostile” toward those in the out-group to a degree of discrimination which exceeds that based on race (Iyengar

and Westwood, 2015). One possible explanation for this is that political parties, as a collective identity, have values, traits, and characteristics associated with them which in turn would be applied to individuals identified as members of that party.

Recall from Chapter Two that a collective identity does not require personal relationships among its members (Brewer & Gardner, 1996; Sluss & Ashforth, 2007) thus forcing the hiring manager to rely on the stereotype of that identity. In the context of this study, a hiring manager may perceive that a job applicant is a Democrat while they themselves have a salient identity as a Republican thus causing a perceived dissimilarity which could lead to not liking. Conversely, the recruiter may also be a Democrat which should thus lead to the liking of that applicant. Indeed, Wade and Roth (2015) manipulated a political issue generally associated as either Democrat or Republican and found an effect from perceived similarity to liking (Wade & Roth, 2015).

H9: Perceived similarity to job applicant influences liking by the rater.

Liking to Hireability Evaluations Relationship

It was put forth by Wade and Roth (2015) that due to time constraints and human information processing limitations, hiring managers may put undue emphasis on the information most salient to them, and not necessarily that which is job relevant in regard to liking the applicant and thus in the outcome of the hireability evaluation. As with other studies that are beginning to emerge, they found political affiliation to have an effect on liking and on the outcome of the hireability evaluation (Wade and Roth, 2015). However, no studies were found that looked at liking based specifically on deep level perceived similarities that evaluated each construct under the domain of job performance in the

context of social media and hireability evaluations. It is generally accepted that hireability evaluations (job performance) are a measurement of three constructs: task performance, organizational citizenship behaviors, and counterproductive work behaviors (Rotundo & Sackett, 2002).

The Similarity Attraction Paradigm tells us that liking will result in positive outcomes (Byrne, 1971) and should thus result in more favorable overall assessments (Goldberg, 2005) and that not liking should result in negative outcomes and less favorable overall assessments. Applying this logic to the three constructs under the domain of hireability evaluations, we first examine task performance, which is defined as "the effectiveness with which job incumbents perform activities that contribute to the organization's technical core" (Borman & Motowidlo, 1997, p. 99). Task performance is an in-role behavior that specifically addresses how well an individual performs the duties and responsibilities of their position within the organization (Rotundo & Sackett, 2002). In terms of hireability evaluations, the Similarity-Attraction Paradigm (Byrne, 1971) tells us that as liking of the job applicant increases ratings for task performance should increase.

Organizational Citizenship Behavior is voluntary and positive where an individual goes beyond what is required in their job description in a way that benefits the organization (Rotundo & Sackett, 2002; Sackett et al., 2006). It is defined as "voluntary, positive job behaviors that go beyond specified job task behaviors and that contribute to overall organizational functioning" (Devonish & Greenidge, 2010, p. 76). The Similarity Attraction Paradigm (Byrne, 1971) tells us that if a hiring manager likes an individual job

applicant, this should be reflected in a more positive evaluation for OCB's than if liking does not occur.

Counterproductive work behavior is a negative outcome where an individual harms the organization or its members in some way (Rotundo and Sackett, 2002). It is defined as "voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of organizations, its members, or both" (Ariani, 2013, p. 49). In terms of the Similarity-Attraction Paradigm (Byrne, 1971) if a hiring manager likes an individual job applicant, this should be reflected in more negative evaluations for CWB's than if liking had not occurred. While it is common to assess both task performance and OCB's, no studies were found that examined CWB's in a social media environment.

Social Media Deviance, much like Counterproductive Work Behavior, is a negative outcome where the individual voluntarily does harm to some component of the organization (e.g., other employees) via their online activities. For this reason, it should behave in a similar fashion to CWB, in that liking of the applicant should be reflected by increased negative evaluations for Social Media Deviance.

H10: Liking of the applicant by the rater will positively influence the assessment of Task Performance.

H11: Liking of the applicant by the rater will positively influence the assessment of Organizational Citizenship.

H12: Liking of the applicant by the rater will negatively influence the assessment of Counterproductive Work Behaviors.

H13: Liking of the applicant by the rater will negatively influence the assessment of Social Media Deviance.

Individuating Information to Hireability Evaluations Relationship

A recent study that examined political affiliation in the presence of individuating information suggests that political identities may be so salient as to negate the effect of individuating information on hireability evaluations when the applicant and hiring manager are dissimilar in this regard (Roth et al., 2017). While the referenced study did incorporate individuating information into its research design, all information was presented via Facebook profiles, hence the "hiring managers" had no resume or job description on which to base their assessments. Another study by Roth and Wade (2015) manipulated a political issue that is generally associated with a specific political party (e.g., National Rifle Association), as in the previous study all information, including individuating information, was manipulated solely via social media. So, while we know political salience is strong, even in the presence of individuating information, we do not know if that relationship remains when the hiring manager is presented with a realistic job description and resume independent from social media. Nor were any studies located that manipulated religion within a social media environment to examine the effects of religion on hireability evaluations. Note that each construct (counterproductive work behaviors, organizational citizenship, and task performance) falling under the domain of hireability evaluations, were discussed in the previous section.

H14: Individuating Information will positively influence the assessment of Task Performance by the rater.

H15: Individuating Information will positively influence the assessment of Organizational Citizenship by the rater.

H16: Individuating Information will negatively influence the assessment of Counterproductive Work Behavior by the rater.

H17: Individuating Information will negatively influence assessment of Social Media Deviance by the rater.

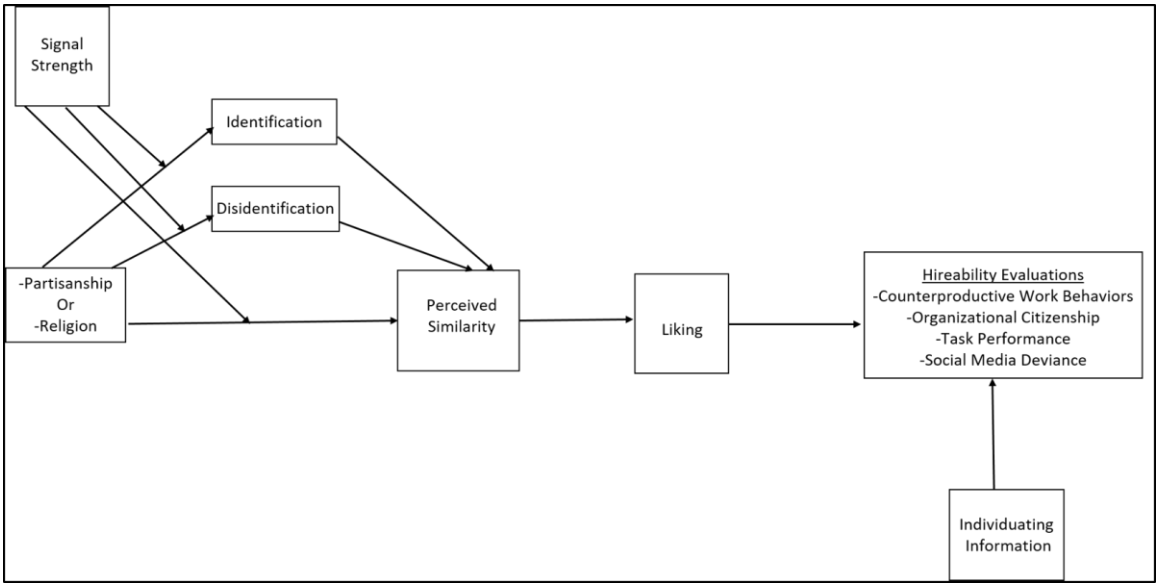

Figure 3.1: Research Model

Construct	Definition	Source
Signal Strength	The level of perceived salience of the signal to the receiver.	
Identification	A feeling of oneness with a defined aggregate of persons, involving the perceived experience of its successes and failures.	Mael & Tetrick, 1992, p. 814
Disidentification	A strong sense of "what I am not" that occurs when an individual defines themselves as not having the same traits, characteristics, and values as the group from which they disidentify.	Sluss & Ashforth, 2007, p. 22; Kreiner & Ashforth, 2004, p. 3
Perceived Similarity	An impression, formed during a social interaction, of a likeness in attitudes, or tendencies in evaluating an object a certain way; the extent to which hiring managers perceive themselves as similar to a job applicant.	(Engle & Lord, 1997)
Liking	An attraction or positive interaction towards another individual.	Byrne, 1961
Hireability Evaluations	A judgment or determination about how suitable a candidate is for employment in an organization.	
Counterproductive Work Behaviors	Voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of organizations, its members, or both.	Ariani, 2013 p. 49

Organizational Citizenship	Voluntary, positive job behaviors that go beyond specified job task behaviors and that contribute to overall organizational functioning.	(Devonish & Greenidge, 2010, p. 76)
Task Performance	The effectiveness with which job incumbents perform activities that contribute to the organization's technical core	(Borman & Motowidlo, 1997, p.99)
Social Media Deviance	A type of voluntary online activity which reflects negatively on the organization, its employees, or its customers.	Developed in this study
Individuating Information	Information that allows us to discern differences in applicants based on knowledge, skills, abilities, and personality traits that are generally job-related.	(Based on McCarthy et al., 2010)
Social Media Assessments	The review of online information from websites/platforms designed to connect individuals (e.g., Facebook, LinkedIn, interest) for use in employment decisions (e.g., selection, promotion, reassignment).	Roth et al., 2016, p. 271

Table 3.1: Research Model Construct Definitions

CHAPTER 4

EXPERIMENTAL DESIGN

To test the model that examines how political and religious identity presentation, and "strength" of the identity signal, over social media influences hireability evaluations we conducted two experiments. The first experiment manipulated aspects of political identity presentation, while the second manipulated religious identity presentation. In each subsection of this chapter, we will first discuss the political experiment followed by the religious experiment. We will open with a discussion on how appropriate manipulations for "signal strength" were determined. We will then present and discuss two mock Facebook profiles for each condition (i.e., a total of four profiles will be presented in their entirety) to demonstrate the experimental manipulations (all mock Facebook profiles can be found in Appendix A). We will then talk about how the job description and resumes were created, followed by a description of the survey instrument and its development. This chapter will conclude with the demographic characteristics of the survey participants.

Signal Strength

The model incorporates the idea of "signal strength" as an important independent variable that will affect the rater's review of the applicant via the multiple dimensions of the hireability evaluation. Due to the importance of calibrating signal strength, it was determined the use of focus groups would best suit this purpose as it would allow the display of multiple memes and discussion regarding them. I first discuss the use of focus

groups for calibrating signal strength, followed by a discussion of political and then religious calibration.

After discussing the use of focus groups with a representative from Clemson's Internal Review Board (IRB), it was determined that no IRB authorization was required, with the constraints that the focus group cannot be a part of any publication and the results of the focus group can only be used to guide the final experiment. Out of an abundance of caution to not violate IRB protocols, I am discussing the focus groups only in terms of how they helped to guide the manipulations for the experiment. In other words, how the results from the focus group helped to determine experimental manipulations.

Each focus group was shown, in random order, memes of a political, religious, or neutral nature. To determine if they could identify the "nature" of the meme (e.g., was it political, religious, or neutral) they were specifically asked to rate each meme, using a 7-point Likert scale, on whether it contained political, religious, or neutral content. The final steps were to rate the strength of the manipulation (e.g., how strong did the meme stand out to them), and to provide comments. Discussion was encouraged after each meme was displayed, and the author took notes of all verbal commentary.

Political Signal Strength Manipulation

For the political condition, an often-repeated comment was to the effect of "that person is only trying to cause trouble" or "that person is only looking for attention". These comments were most prevalent when a negative political meme was presented, such as ones in which obvious "name-calling" was used. Additionally, when "name-

calling" was used, the participants were able to unequivocally determine the political views of the poster. Hence, for the strong political condition, memes incorporating the terms "libtard" and "conservacant" were used (see figure 4.1). For the weak political condition (see figure 4.2 below), a neutral meme was used with the only indication of the individual's actual political views being indicated in the newsfeed by which "group" the photo was shared from (e.g., the political views could only be determined via close examination of the applicant's mock profile and not the meme itself). Note that full profiles, including all manipulations, are included in Appendix A. It should additionally be noted that all names used in the profiles are fictitious and were created by the author, and all photos were acquired via a "Google image" search.

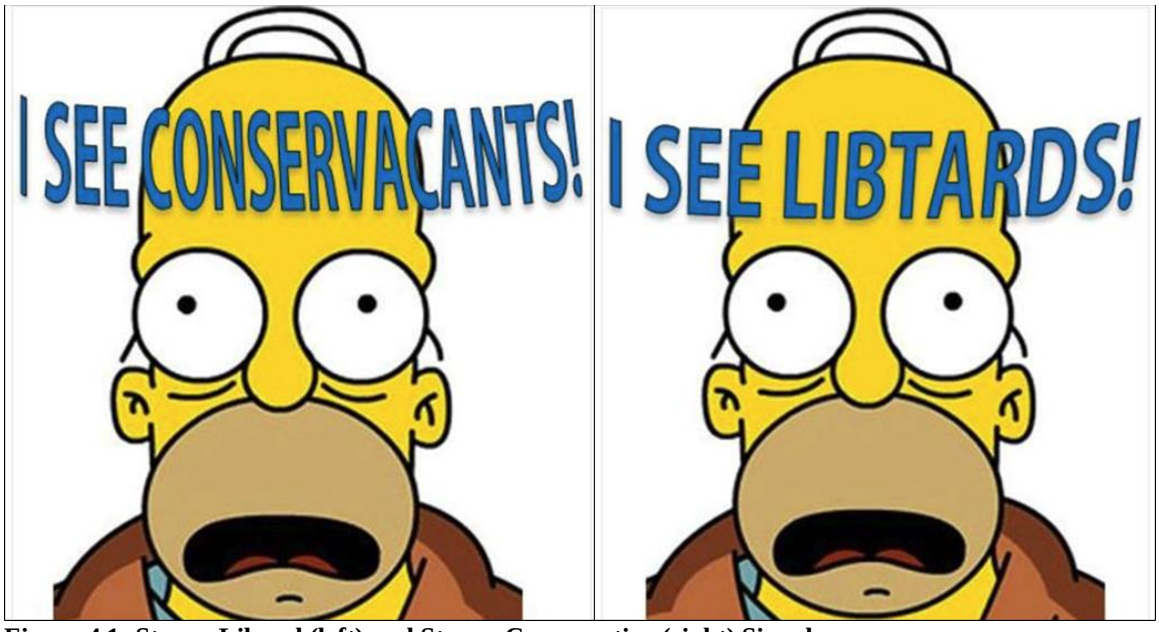

Figure 4.1: Strong Liberal (left) and Strong Conservative (right) Signals

Figure 4.2: Weak Liberal (left) and Weak Conservative (right) Signals

Religious Signal Strength Manipulation

For the religious condition, memes used in the focus groups contained the words "God" and "Allah" (as opposed to Christian and Muslim). This was an obvious error as Muslim's utilize both terms in reference to their diety. For example, focus group participants were unable to determine if a meme which stated "The Supreme Court is not God. It can't overrule His Law!" was Christian or Muslim. Religious memes of a negative nature (i.e., "Going to mosque doesn't make you a Muslim any more than standing in a garage makes you a car.") were also confusing. Was the person who posted this meme a Christian, non-religious, or a Muslim attacking another Muslim? Hence, for the strong religious condition, a positive message with self-identification of religious identity was used via the cover photo feature (see figure 4.3 below) available on the Facebook platform. For the weak religious condition (see figure 4.4 below), a neutral

meme was used with the only indication of the individual's actual religion being indicated in the newsfeed by which "group" the photo was shared from (e.g., the religion could only be determined via close examination of the newsfeed and not the meme itself). Note that full profiles, including all manipulations, are included in Appendix A. It should additionally be noted that all names used in the profiles are fictitious and were created by the author, and all photos were acquired via a "Google image" search.

Figure 4.3: Christian (top) and Muslim (bottom) Strong Signals.

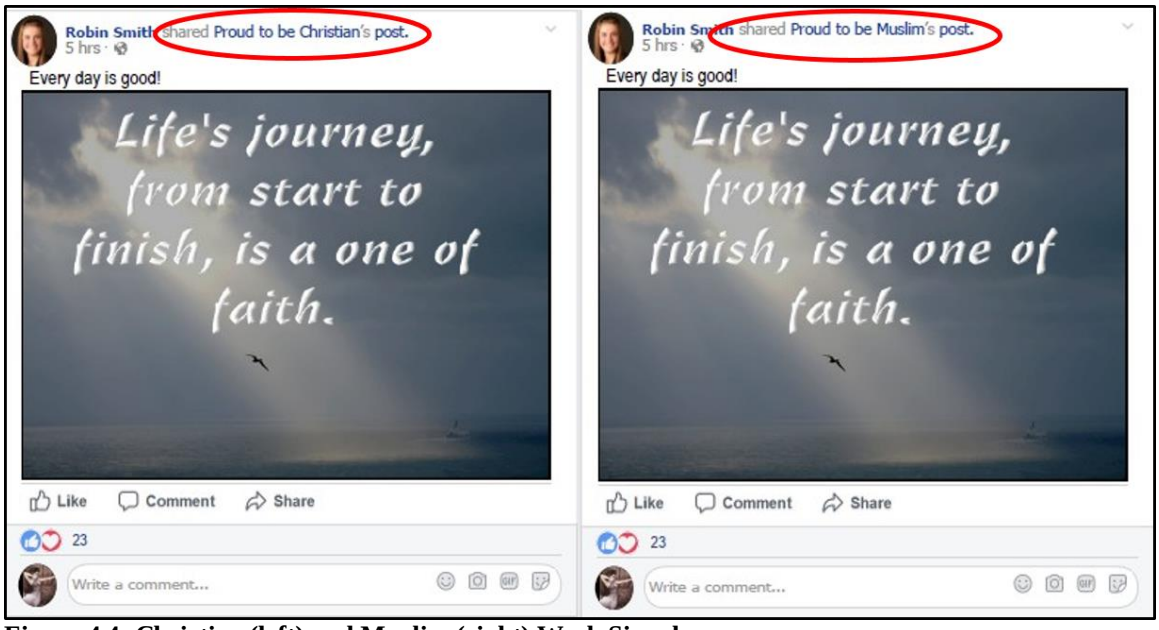

Figure 4.4: Christian (left) and Muslim (right) Weak Signals.

Mock Facebook Profile Creation

To create the mock Facebook profiles used in the experiments, the author viewed actual Facebook profiles that were public (i.e., the owner of the profile had set their privacy settings to "public"). Facebook pages will appear different to users based on the owner's privacy settings and "friend" status. It was important to understand the different visual cues on a public profile for the purpose of recreating an authentic looking Facebook page. For example, if you are not Facebook friends with an individual, that page will appear visually different then if you are friends. The author made the reasonable assumption that a hiring organization would not be "Facebook friends" with the applicant they are screening and thus wanted to ensure participants would view what they believed to be an authentic applicant, who had made certain profile and newsfeed information public via use of Facebook privacy setting features. All names used in the

profiles are fictitious and were created by the author. All images used were located via Google images.

To maintain the feeling of authenticity, there are several features of the mock Facebook pages that are common to both the political and religious conditions. First, care was taken to ensure all status updates included the "globe" icon. In Facebook, the "globe" icon indicates the post was shared publicly and thus not restricted to only friends or to a set of specific individuals. Second, the "add friend" option appears on all profiles. The "add friend" option will only appear on Facebook if you are not already "Facebook friends" with that account. Third, the search box at the top of each profile includes the applicant's name, thus providing the respondent the feeling of having actively searched for that person. Fourth, all postings have some sort of "reaction" from the applicant's friends. Reactions on Facebook are a type of response and include icons for "like", "love", "haha", "wow", "sad", and "angry". Fifth, some posts include "comments" from friends and follow up comments to simulate a conversation one might typically see on Facebook. Sixth, all posts indicate the day and\or time of the post. Recently made posts are indicated in hours (i.e., 5 hours under the applicant's name), older posts are indicated with the date and time of the post. This is consistent with how Facebook displays the times and day's posts were made. And seventh, all profiles have a "collage" of neutral photographs (no political or religious content) that are commonly associated with Facebook accounts.

I will now provide examples of first the political manipulations followed by the religious manipulations. I also will point out some of the common features that were discussed in the previous paragraph.

Political Condition Facebook Profile Manipulations

The political manipulations are that of a 2x2x2 factorial experiment (please see Table 4.1) which required the creation of eight mock Facebook profiles. I will present two political profiles which will allow an illustration of how the profiles were manipulated. All profiles are located in Appendix A. I will first present a condition with a weak political signal strength and high individuating information (figure 4.5). I will then present a condition of a strong political signal strength with low individuating information (figure 4.6).

Factor	Manipulation
Partisanship	Conservative
	Liberal
Individuating Information	Present
	Not Present
Signal Strength	Strong
	Weak

Table 4.1: Political Factors

Figure 4.5 represents a condition with a weak (conservative) political signal and high individuating information. As previously mentioned, care was taken to ensure participants felt as if they were viewing an authentic applicant profile with privacy settings set to "public". In the weak signal strength condition, the political meme is intentionally less salient and care must be taken to note the group from which it was shared. There is extensive individuating information in the "intro" box to include degree

program (to be discussed later), professional certifications, current and former employment, volunteer work, and location. Care was taken to ensure the "lives in" information matched the location of the college they are attending (to be discussed later) and that the photograph "collage" contained nothing of a political nature and no photos that would allow the determination of the race or religion of perceived friends were included. This was done to exclude any potential racial or religious bias on the part of the respondent based on perceived friendships.

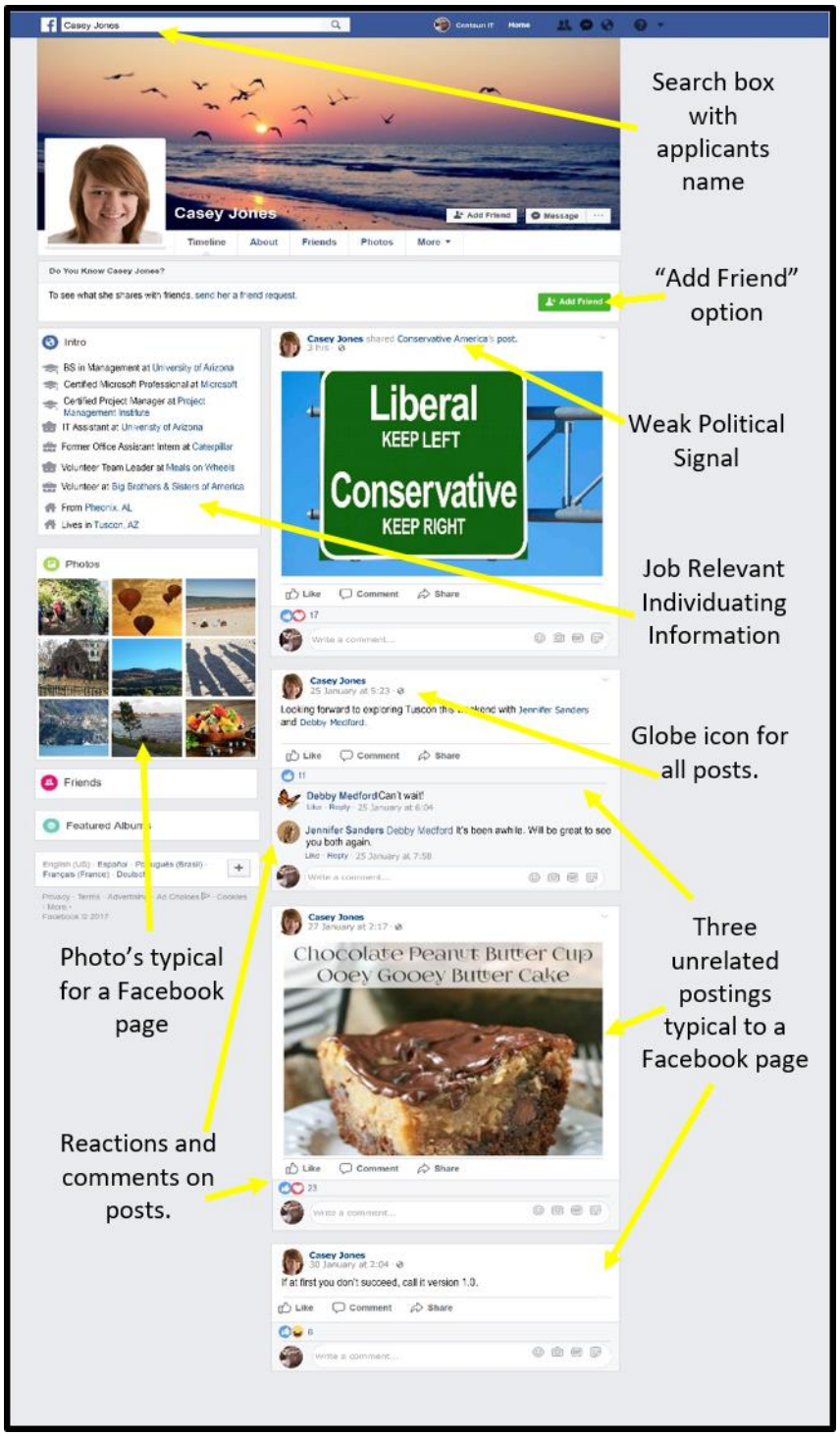

Figure 4.5: High Individuating Information Weak Signal (Political)

Figure 4.6 represents a condition with a strong (liberal) political signal and low individuating information. The "intro" box is where we chose to manipulate the individuating information. It was felt that to leave this box unpopulated would not be realistic and may introduce confounds across conditions in that the profile appearance would be drastically different. We chose to populate it only with current degree program (to be discussed later), current and former employment, and location. As previously mentioned, care was taken to ensure participants felt as if they were viewing an authentic applicant profile with privacy settings set to "public". In the strong signal strength condition, the political meme is highly salient and includes a comment that reinforces the applicant's belief in the meme. As discussed in the section regarding focus groups, these are the types of things that "stood out" to them, hence creating a "strong" signal that would be noticed. Care was taken to ensure the "lives in" information matched the location of the college they are attending (to be discussed) and that the photograph "collage" contained nothing of a political nature and no photos that would allow the determination of the race or religion of perceived friends were included. This was done to exclude any potential racial or religious bias on the part of the respondent based on perceived friendships.

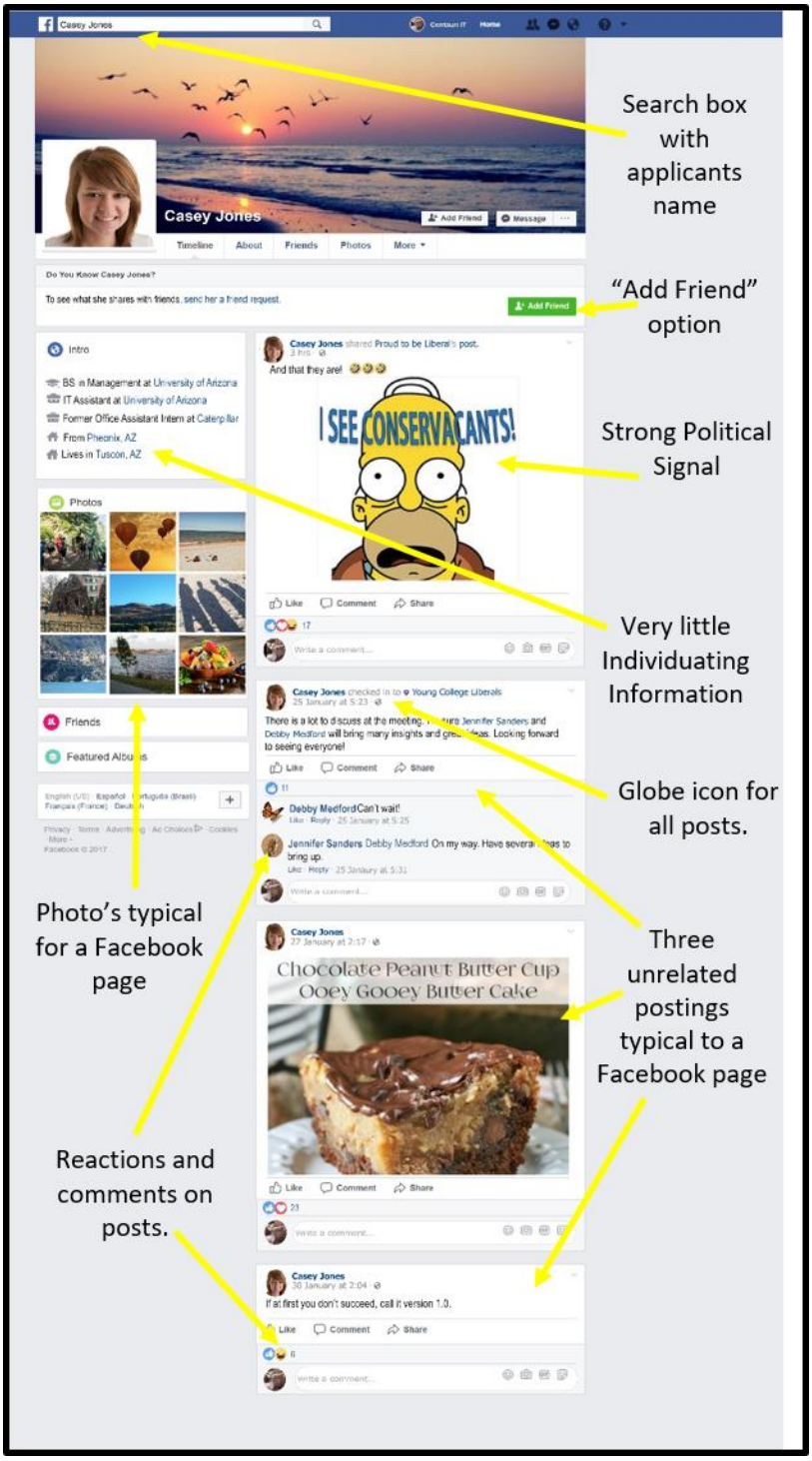

Figure 4.6: Low Individuating Information with Strong Signal (Political)

Religious Condition Facebook Profile Manipulations

The religious manipulations are that of a 2x2x2 factorial experiment (please see table 4.2) which required the creation of eight mock Facebook profiles. I will present two religious profiles which will allow an illustration of how the profiles were manipulated. All profiles are located in appendix A. I will first present a condition with a weak religious signal strength and high individuating information (figure 4.7). I will then present a condition of a strong religious signal strength with low individuating information (figure 4.8).

Factor	Manipulation
Religion	Christian
	Muslim
Individuating Information	Present
	Not Present
Signal Strength	Strong
	Weak

Table 4.2: Religion Factors

Figure 4.7 represents a condition with a weak (Muslim) religious signal and high individuating information. As previously mentioned, care was taken to ensure participants felt as if they were viewing an authentic applicant profile with privacy settings set to "public". In the weak signal strength condition, the religious meme is less salient and care must be taken to note the group from which it was shared. Additionally, the Facebook "cover photo" does not explicitly state the applicant's religion. There is extensive individuating information in the "intro" box to include degree program (to be discussed later), professional certifications, current and former employment, volunteer work, and location. Care was taken to ensure the "lives in" information matched the

location of the college they are attending (to be discussed later) and that the photograph "collage" contained nothing of a religious nature and no photos that would allow the determination of the race or religion of perceived friends were included. This was done to exclude any potential racial or religious bias on the part of the respondent based on perceived friendships. Additionally, due to the dietary requirements of some religions, all "food" photos are vegetarian dishes.

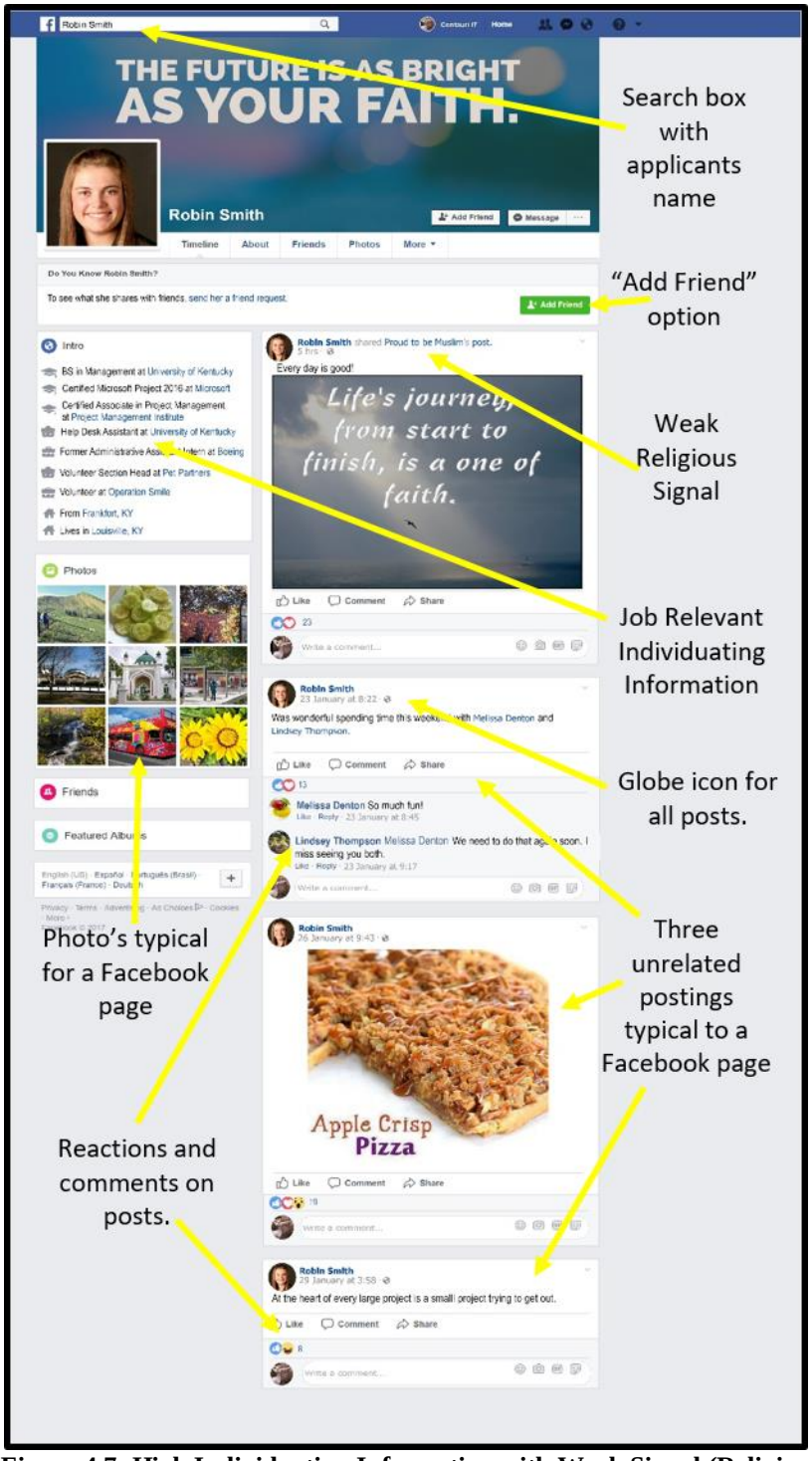

Figure 4.7: High Individuating Information with Weak Signal (Religious)

Figure 4.8 represents a condition with a strong (Christian) religious signal and low individuating information. As previously mentioned, care was taken to ensure participants felt as if they were viewing an authentic applicant profile with privacy settings set to "public". In the strong signal strength condition, while the religious meme itself is less salient, the applicant self identifies their religious affiliation via the use of their Facebook "cover photo". The "intro" box is where we chose to manipulate the individuating information. It was felt that to leave this box unpopulated would not be realistic and may introduce confounds across conditions in that the profile appearance would be drastically different. We chose to populate it only with current degree program (to be discussed later), current and former employment, and location. As previously mentioned, care was taken to ensure participants felt as if they were viewing an authentic applicant profile with privacy settings set to "public". Care was taken to ensure the "lives in" information matched the location of the college they are attending (to be discussed later) and that the photograph "collage" contained nothing of a religious nature and no photos that would allow the determination of the race or religion of perceived friends were included. This was done to exclude any potential racial or religious bias on the part of the respondent based on perceived friendships. Additionally, due to the dietary requirements of some religions, all "food" photos are vegetarian dishes.

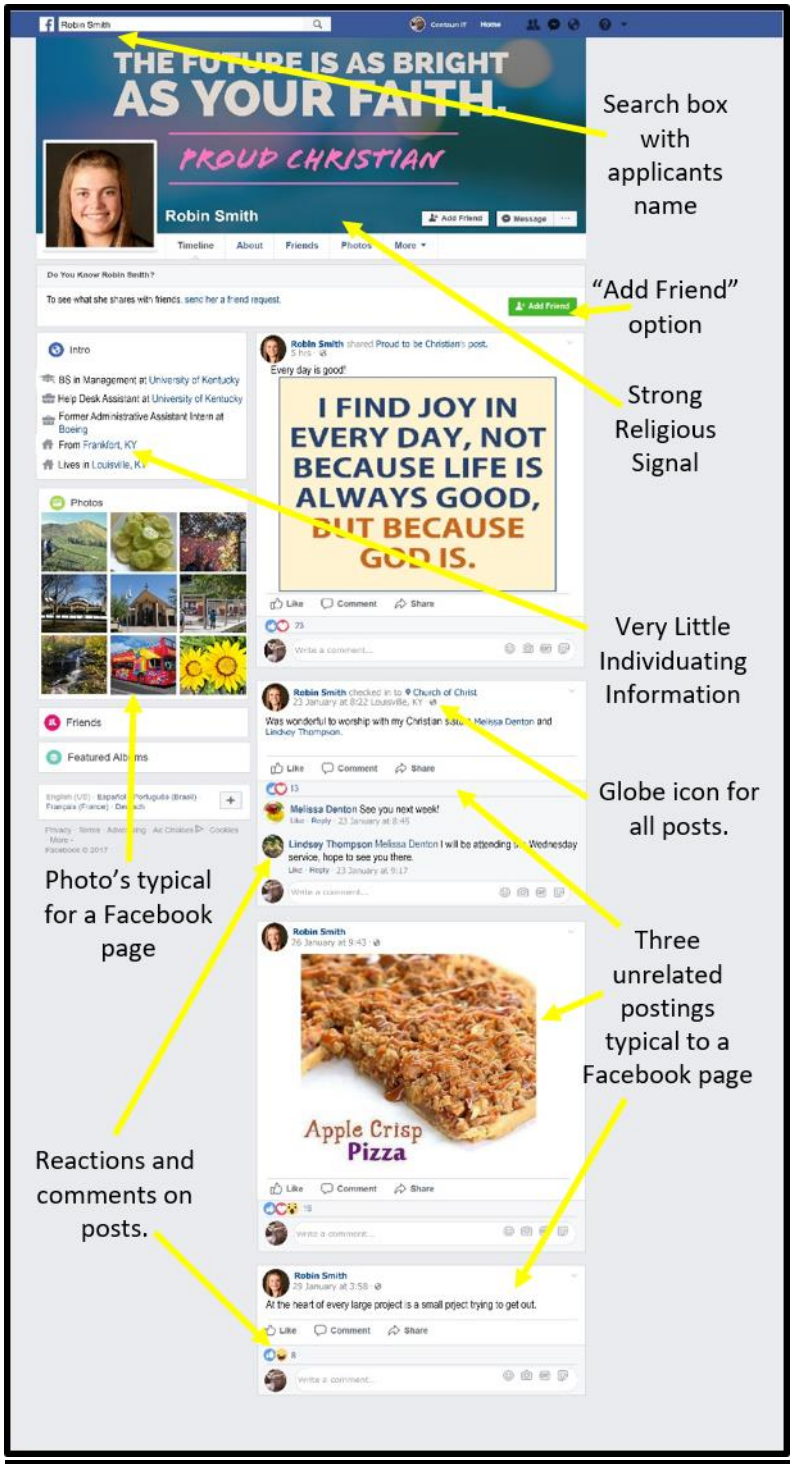

Figure 4.8: Low Individuating Information with Strong Religious Signal (Religious)

Job Description Creation

To create a realistic job description for the position the applicants were seeking, actual job descriptions were searched online. The online job descriptions were then recreated in Microsoft Word with minor wording changes. For example, "required skills" was changed to "preferred skills" based on advisor feedback. Additionally, minor changes were made to reflect the actual job description as found on O*NET ONLine (ONet). O*NET ONLine is a website that contains "standardized and occupation-specific" job descriptions for "hundreds" of different job titles. Use of O*NET ONLine allowed us to maintain consistency between the job description and resumes. The same job description (figure 4.9) was utilized across both experiments to simulate the condition of a human resource hiring manager seeking to fill a specific position, that of an "Entry Level Information Technology Project Manager".

Position: Entry Level Information Technology Project Manager

Description:

We are looking for a qualified candidate interested in planning, initiating, and managing Information Technology projects to join our team. This person will report to the Lead Project Manager. The qualified candidate will guide the work of the technical staff and act as liaison between the business and technical aspects of projects. They will also plan and monitor each stage of the progress and assess for business implications. They will assure deadlines, standards, and cost targets are met.

The Information Technology Project Manager Will Work On Challenging Responsibilities Including:
• Assisting with and conducting meetings with customers to assess their needs
• Coordination of all resources allocated to their project\s
• Adjust or modify project\s as needed at each point of evaluation

Responsibilities
• Document all new or modified projects; produce reports
• Communicate project status to all stakeholders
• Develop project plans to prioritize, organize, and complete the project
• Monitor and track project deliverables
•Confer with project personnel to identify and resolve problems

Preferred Skills
• Familiarity with MS Project 2016
• Familiarly with Microsoft Productivity Software (e.g., Word, Excel)
• Excellent written and verbal communication skills

Figure 4.9: Job Description

Resume Creation

To create realistic job resumes for a college student seeking an entry-level position, the author reviewed actual resume examples and templates located using the search term "resume examples for entry level IT jobs" via Google. Common themes in the resumes included a brief "objective" statement, education information to include grade point average and expected graduation date, work experience, on-campus activities, and both technical and soft skills.

To determine the actual skills required for the position the applicants were seeking, O*NET ONLine (ONet) was again utilized. This web site allows you to search a specific job title (e.g., Information Technology Project Manager) and provides an extensive report on the job description and skills required for that position. Each resume was populated using the skill set requirements as determined by O*NET ONLine. The abundance of job-related information provided by O*NET ONLine allowed the creation of two similar but distinct resumes. The same formatting was used across both resumes (see figures 4.11 and 4.12) with only minor differences such as college, work experience, and skills. Resume information was then used to populate the "intro" box on the Facebook profiles.

CASEY JONES

519 Apple Street | Tuscon, AZ | 602-265-8424 | Casey.Jones@Arizona.edu

Objective

An entry-level position where I can use my extensive knowledge of Information Technology Project Management to contribute to the success of the company.

Education

Bachelors of Science in Management (GPA 3.47)
Expected completion date: December 2017
University of Alabama

- Major: Information Technology
- Minor: Communication
- Related course work:

Project Management	Introduction to Information Technology
Information Systems in Business	Communication in Business
Communication Across Platforms	Business Analytics

Related Work Experience

University of Arizona Office of Information Technology: May 2015 – present
Title: IT Assistant Help Desk Representative

- Provided over-the-phone and in-person troubleshooting for a variety of on-campus departments
- Managed documentation and records maintenance according to written protocols
- Made recommendations for process improvements resulting in an average of a 5 minute reduction in customer telephone wait time
- Provided training to new Help Desk Representatives

IBM, Office of Program Management: June-July 2016
Internship

- Assisted Program Manager in coordinating day-to-day operations
- Created database system to enhance trackability of multiple outstanding projects

On Campus Involvement

Student Government Senator: August 2014 – present

- Represent the interests of the College of Business to the Student Government Body
- Introduced and Led campus-wide effort to increase awareness of electronic sources available for homework submission and test taking leading to an approximate 15% reduction in paper costs

Skills

- Computer

Microsoft Project 2016	Microsoft Word	Microsoft Excel
Microsoft PowerPoint	Microsoft Visio	Adobe Photoshop
Python	Java	C++

- Other

Time Management	Critical Thinking	Effective Communication
Resource Management	Active Listening	Budget Management

Figure 4.10: Resume for Political Experiment

ROBIN SMITH

3258 Orange Avenue | Louisville, KY | 502-865-9854 | Robin.Smith@Kentucky.EDU

Objective

To obtain a position where I can contribute to the success of the company by utilizing my knowledge of Information Technology Project Management.

Education

Bachelors of Science in Management (GPA 3.47) Expected completion date: December 2017
University of Kentucky

- Major: Information Technology
- Minor: Leadership
- Related course work:

Project Management	Introduction to Information Technology
Information Systems in Business	Leadership in Business
Leadership Styles for Management	Business Analytics

Related Work Experience

University of Kentucky Office of Technology Services: May 2015 – present
Title: Help Desk Representative for the IT Department

- Provided real time troubleshooting for a variety of technology related issues—both over-the-phone and in-person
- Maintained documents and other records as per department guidelines
- Streamlined in-person customer service process resulting in an average 10 minute reduction in customer wait time
- Provided training to new Help Desk Representatives

Microsoft, Office of Program Management: June-July 2016
Internship

- Assisted Program Manager in coordinating day-to-day operations
- Developed enhanced ordering system application which reduced shipping costs by approximately 5%

On Campus Involvement

University of Kentucky Student Government Senator Representative: August 2014 – present

- Represent the interests of the students of the College of Business to the Student Government Body
- Created mobile application allowing the entire student body to see what was "up for vote" and text their representatives their opinion thus increasing student access to their representatives (current download count: 15, 589)

Skills

- Computer

Microsoft Project 2016	Microsoft Word	Microsoft Excel
Microsoft PowerPoint	Adobe InDesign	Adobe Photoshop
SPSS	SQL	C++

- Other

Time Management	Inductive Reasoning	Effective Communication
Resource Management	Motivational Speaking	Budget Management

Figure 4.11: Resume for Religious Experiment

Full Instrument Development

This section will discuss the instrument development and validation process beginning with a brief discussion of Social Media Deviance and the item generation for this new construct. Table 4.3 indicates each step that was taken to develop the survey instrument. The full survey instrument is located in Appendix D. This section will unfold with a brief discussion of each step outlined in table 4.3.

Step	Survey Instrument Development Process
1	Items generated for Social Media Deviance
2	Items sorted for Social Media Deviance
3	Pilot test conducted
4	Pilot test analyzed
5	Final survey instrument created

Table 4.3: Survey Instrument Development Process

Items Generated and Sorted for Social Media Deviance

Social Media Deviance (SMD) is a new construct that has been developed to allow analysis of how recruiters assess an applicant's behavior on social media in regard to how they perceive that behavior will have negative impacts on production, interpersonal relationships (with co-workers) and the organization itself. Social Media Deviance is defined as "purposely using social media instead of performing assigned work duties, or in a way that is directly harmful to others within the organization or to the organization itself".

Social Media Deviance is closely related to the construct of Counterproductive Work Behavior (CWB). The primary difference between these two constructs lies in the environment in which the negative behavior occurs. While CWB behaviors manifest in the physical world at the workplace (Spector, et. al, 2006; Bennett & Robinson, 2000),

SMD behaviors manifest in an online environment, such as Facebook, and do not necessarily need to occur at the workplace itself. In other words, SMD behaviors can occur outside of the workplace and outside of working hours. Thus, while these two constructs are similar, in that both assess negative behaviors, they are clearly distinct in terms of both where and when the behavior manifests.

Keeping the aforementioned distinction in mind, the author generated items that can occur only in an online environment and, with the exception of items related to productivity, can occur outside of the work environment and outside of working hours. Table 4.4 provides the items that were used to measure this construct. In total 19 items were generated. The items were then sorted by six Ph.D. students in the Management program at Clemson University. All items were deemed appropriate to the definition of Social Media Deviance and were retained for the study.

Items for Social Media Deviance (7 Point Likert Scale) **Stem: I predict this applicant would…**
…use social media while they are supposed to be working.
…use social media in a way that is not authorized during working hours.
…use social media instead of working.
…use social media instead of performing assigned job tasks.
…use social media in a way that negatively impacts their ability to perform assigned job tasks.
…use social media to gossip about a co-worker.
…use social media to post negative remarks about someone at work.
…use social media to post negative content about someone at work.
…use social media to spread rumors about someone at work.
…use social media to slander a co-worker.
…use social media post misleading photos of someone at work.
…use social media to post negative content about the organization.
…use social media to post negative remarks about the organization.
…use social media to post negative content about the organization's customers.

…use social media to post negative remarks about the organization's customers.
…use social media to talk negatively about the organizations policies.
…use social media to post negative content about the organizations policies.
…use social media to post confidential information that may negatively impact the organization.
…use social media to spread rumors about the organization.

Table 4.4: Items for Social Media Deviance

Pilot Testing, Analysis of Pilot Data and the Final Instrument

Prior to deployment of the full study, a small (n=29) pilot study was conducted. Participants were undergraduates enrolled in a management course. They were asked to review a job description, resume, and Facebook profile for a job applicant, and were instructed that they were to play the role of the hiring manager in assessing the applicant's suitability for employment. These steps were first conducted for the political condition, and then for the religious condition.

Though the number of participants in the pilot study (n=29) was too small to draw any definitive conclusions, analysis of the data indicated good reliability scores across all latent variables. For the political condition, Cronbach's alpha ranged from .747 (Identification) to .952 (Counterproductive Work Behavior). For the religious condition, scores ranged from .850 (Counterproductive Work Behavior) to .972 (Task Performance). All cross-loadings were negligent and face validity was established. Based on this it was decided to launch the full study.

The pilot study items were then vetted by advisors prior to launch. Slight wording changes were made to existing scale items and were included in the pilot (i.e., the pilot included the slight wording modifications). For example, to emphasize social media deviance, the stem for that construct was changed prior to the release of the pilot study.

The original stem was "I predict this applicant would use social media…". This was changed to "I predict the applicant would…" and "use social media" was added to the actual questions (not included in the stem). Due to the attention to detail in creating the pilot, no wording changes were deemed necessary subsequent to the pilot study, hence the full study and the pilot study contained the same wording and all items and sources are presented in the following section which discusses the experimental process. The questions utilized in the survey instrument are located in Appendix D.

Experimental Process

I will now discuss each step of the experimental process which is outlined in Figure 26 below. It should be noted this experiment was administered online, and with the respondent's using their own personal computers, laptops, or mobile devices.

Figure 4.12: The Experimental Process

Step 1 of the Experimental Process

The experiment was administered online via Qualtrics. Participants were provided with a link to the experiment. Upon clicking the link they were taken to the informed consent document which explained the study and provided contact information in the event they had any questions or concerns. They had to actively click "I consent" to proceed with the study. The informed consent document can be found in Appendix B.

Step 2 of the Experimental Process

Step two involved reading the instructions. The instruction document can be found in Appendix C. Participants were asked to take their time in reading the materials and answering the questions. They were told to act in the role of a hiring manager who is viewing the Facebook page of college students seeking an entry-level position in their organization. They were told they would be viewing the "public" Facebook information of the job applicant, and not their own private Facebook newsfeed. This was an important instruction because a person's newsfeed looks different than if they are viewing the profile of another individual. They were reminded that Facebook can appear differently across devices. This was an important instruction to help increase the feeling they were viewing an authentic profile and was intended to prime them to ignore differences in appearance from what they would see on their own Facebook page, as compared to how the profiles appeared.

Step 3 of the Experimental Process

After viewing the instructions, participants were taken to the job description for the position they were seeking to fill for their organization. To remind them of their role

in the experiment, the top of this page had the text "this is the job description for the position that you, as hiring manager, are seeking to fill."

Step 4 of the Experimental Process

Participants viewed the resume created for the political experiment. To again remind them of their role in the experiment, text at the top of this page included "This is the resume of the applicant applying for the position that you, as hiring manager, are seeking to fill. You will be working closely with this person."

Step 5 of the Experimental Process

Participants are randomly assigned to view one of eight of the Facebook profiles of the job applicant in the political experiment. Please refer to table 4.5 below for the eight conditions. All profiles are available in Appendix A.

Partisanship	Signal Strength	Individuating Information
Conservative	Strong	High
Conservative	Weak	High
Conservative	Strong	Low
Conservative	Weak	Low
Liberal	Strong	High
Liberal	Weak	High
Liberal	Strong	Low
Liberal	Weak	Low

Table 4.5: The Eight Political Conditions

Step 6 of the Experimental Process

Participants are asked to assess the applicant via survey questions of the latent constructs in the experimental model. The survey questions are located in Appendix D.

Step 7 of the Experimental Process

Participants are again shown the job description for the position they were seeking to fill for their organization. To remind them of their role in the experiment, the top of this page had the text "this is the job description for the position that you, as hiring manager, are seeking to fill."

Step 8 of the Experimental Process

Participants view the resume created for the religious experiment. To again remind them of their role in the experiment, text at the top of this page included "This is the resume of the applicant applying for the position that you, as hiring manager, are seeking to fill. You will be working closely with this person."

Step 9 of the Experimental Process

Participants are randomly assigned to view one of eight of the Facebook profiles of the job applicant in the religious experiment. Please refer to table 4.6 below for the eight conditions. All profiles are available in Appendix A.

Religion	Signal Strength	Individuating Information
Christian	Strong	High
Christian	Weak	High
Christian	Strong	Low
Christian	Weak	Low
Muslim	Strong	High
Muslim	Weak	High
Muslim	Strong	Low
Muslim	Weak	Low

Table 4.6: The Eight Religious Conditions

Step 10 of the Experimental Process

Participants are asked to assess the applicant via survey questions of the latent constructs (e.g., Liking, Identification) in the experimental model. Survey questions are located in Appendix D.

Step 11 of the Experimental Process

Participants are asked to respond to a series of standard demographic questions, such as gender, age, and ethnicity. These questions, along with answer choices, are included in Appendix D.

Step 12 of the Experimental Process

Participants are thanked for their participation and asked if they would like to receive extra credit. They are then taken to a short series of questions that allow me to report their participation to their instructors for purposes of receiving extra credit.

Sample Size Determination

To determine sample size G*Power 3.1 Power Analysis software was utilized. For power level, .8 is generally accepted (Cohen, 1992). A moderate effect size of .25 was selected to allow determination of the magnitude in difference between groups. The alpha was set at .05, which is standard for most social science fields. As previously discussed there are 8 groups per experiment. Results indicated a sample size of 232 (29 per group) was required.

Participants

Participants were recruited from both graduate and undergraduate courses at a large university in the southeast. Extra credit was offered as an incentive to participate. In

anticipation of a single student being in multiple classes that offered this survey as an extra credit opportunity, the question "have you taken this exact survey before" was added. Of 473 total responses received 30 participants indicated they had participated in the study before and were removed (i.e., their second survey response was removed). Of the remaining 413 responses, there were 42 that appeared to only have clicked the link to open the survey (i.e., they did not actually take the survey) and these "responses" were removed. Sixteen responses were removed for not completing the survey (i.e., they did not finish the political experiment), 1 response was removed for completing the survey in under five minutes and answering each question the same way. Of the remaining 384 responses, 32 were removed for indicating they did not receive the experimental materials required for completion of the survey. This left 352 responses for examination of checks. For the political experiment, the manipulation check asking "was this person political" was not effective and it was decided that no responses would be removed from the political condition for failure to pass manipulation checks. This was a design fault of the study and will be discussed further in the section discussing limitations. For the religious condition 100 respondents were removed for failure to identify the applicant was religious and\or the religion of the applicant. This left 352 usable responses for the political experiment (table 4.7) and 252 usable responses for the religious experiment (table 4.8).

Variable	Frequency Count	Percentage (%)
Gender		
Male	191	54.26
Female	157	44.60
Other	4	1.14
Ethnicity		
Asian	9	2.56
Black	25	7.10
Hispanic	9	2.56
White	302	85.80
Other	7	1.99
Political Party		
Republican\leans Republican	199	56.53
Democrat\leans Democrat	65	18.47
Independent	67	19.03
Other	21	5.97
Political Beliefs		
Conservative	141	40.06
Liberal	46	13.07
Moderate	142	40.34
Other	23	6.53
Religion		
Christian	281	79.83
Muslim	1	.28
Agnostic\Atheist	33	9.38
Other	37	10.51
Education		
Undergraduate	233	66.19%
MBA	102	28.98%
Other	17	4.83%
Experience Interviewing Job Applicants		
Yes	106	30.11
No	245	69.60
No Response	1	.28
Trained in Using Social Media to Evaluate Applicants		
Yes	35	9.94
No	315	89.49
No Response	2	.57

Table 4.7: Sample Characteristics for Political Condition

Variable	Frequency Count	Percentage (%)
Gender		
Male	140	55.56
Female	111	44.05
Other	1	.40
Ethnicity		
Asian	4	1.59
Black	17	6.75
Hispanic	6	2.38
White	222	88.10
Other	3	1.19
Political Party		
Republican\leans Republican	136	53.97
Democrat\leans Democrat	50	19.84
Independent	54	21.43
Other	12	4.76
Political Beliefs		
Conservative	92	36.51
Liberal	40	15.87
Moderate	105	41.67
Other	15	5.95
Religion		
Christian	197	78.17
Muslim	1	.40
Agnostic\Atheist	29	11.51
Other	25	9.92
Education		
Undergraduate	166	65.87
MBA	76	30.16
Other	10	3.97
Experience Interviewing Job Applicants		
Yes	25	30.95
No	174	69.05
Trained in Using Social Media to Evaluate Applicants		
Yes	25	9.92
No	227	90.08

Table 4.8: Sample Characteristics for Religious Condition

Measures

After viewing the Facebook page of a job applicant, the participants were asked a series of questions regarding how they perceived the individual presented to them. To reduce the possibility of the participant realizing the experiment was manipulating political and religious views, questions regarding the constructs of identification and disidentification were asked after completion of the hireability measures (i.e., questions regarding political and religious beliefs were asked after the participant evaluated the applicant's suitability for hiring). All items for this latent construct are presented in Appendix D.

Participants were first asked about perceived similarity. The items were created by Tepper, Moss, and Duffy (2011) and consist of 5 questions that assess how similar the respondent feels they are to a subordinate. We slightly modified the original items to reflect our study, and hence "this subordinate and I" was altered to "this job applicant and I". Answers range from "strongly disagree" to 'strongly agree" on a 7-point Likert scale. All perceived similarity items are presented in Appendix F. The next set of questions queried the extent to which the respondent "liked" the job applicant. The scale developed by Wayne and Ferris (1990) was used, again with the slight modification of "subordinate" to "applicant". This was a series of 4 questions, with the first being a 5-point Likert scale item directly asking how much they liked the applicant. The remaining 3 items were 7-point Likert scale. All Liking items are presented in Appendix F.

Following perceived similarity and liking, participants were asked a variety of questions evaluating how "hireable" they perceived the fictional applicant to be. This

umbrella construct contained questions regarding task performance, organizational citizenship behavior, counterproductive work behavior, and social media deviance. With the exception of social media deviance, all items were adapted from existing scales. Both task performance and organizational citizenship behaviors (OCB) were measured using the scales developed by Williams and Anderson (1991). Consistent with existing research that studies hireability evaluations via social media, we used only those items which have been shown to have the highest loadings in this context (Wade, 2015). All items for the latent constructs of task performance and OCB are presented in Appendix F.

Counterproductive Work Behaviors (CWB) is a type of deviant behavior that occurs in the workplace. No existing studies were found that utilize CWB measures tested over a social media environment (i.e., utilized in a social media hireability assessment), as such, the full scale, adapted from Spector et al., (2006) and Bennett and Robinson (2000) were used. All items for the latent construct of CWB are presented in Appendix F.

Social Media Deviance (SMD) is a new construct and is a type of CWB that is conducted in a social media environment. To test this new construct, items were generated (item generation discussed earlier in this chapter) based on actions or behaviors that could be conducted over social media and be detrimental to production, other employees or the organization itself. All items for the latent construct of SMD are presented in Appendix F.

After completion of hireability measures, respondents were asked questions regarding their levels of identification and disidentification with the political views or

religion of the Facebook profile they had been shown. Measures for identification were adapted from Mael and Ashforth (1992), and for disidentification from Kreiner and Ashforth (2004) to fit the context of the study. All items for the latent constructs of identification and disidentification are presented in Appendix F.

The final set of questions were demographic questions such as age, gender, and ethnicity. Respondents were also asked about their religion and political views and the strength of those views. Additionally, questions were asked about their use of Facebook and experience with the hiring process and social media evaluation. The full set of demographic questions can be found in Appendix D.

Conclusion

This chapter detailed the methods used to create the necessary experimental materials and the experimental process. We started with a discussion of how signal strength was calibrated and discussed the creation of the mock Facebook pages. Two examples from each experiment were presented along with a discussion of the specific manipulations used for each condition. We presented how the job description and resumes were created in a way that would emulate realistic materials. We discussed how the instrument was developed and included a discussion specifically on Social Media Deviance. We went step by step through the experimental process that participants were asked to undertake. We then discussed sample size determination, the recruitment of participants and the participants themselves. We concluded this chapter with a discussion of the measures which are located in Appendix F. Results will be discussed in the following chapter.

CHAPTER 5

RESULTS

This chapter reports the results of the experimental models and the analytical techniques used. We will first discuss the exploratory factor analysis, followed by a discussion of the confirmatory factor analysis. We will then talk about tests for common method bias followed by hypothesis testing of the models. After a discussion of the techniques common to both models, we will discuss the specific analysis and hypothesis support for the political model followed by the religious model. Unless otherwise specified, all analyses were completed using the R statistical program freely available online.

Exploratory Factor Analysis

Using SPSS (Version 25) an exploratory factor analysis (EFA) was conducted to determine the underlying factor structure of the latent constructs. Results of the EFA are in Appendix E. While the factor structure remained consistent across both experiments, items loadings did not. It was deemed important to retain the same items across both experiments. We first examined the factor loadings for the political condition and noted those with low item loadings. For example, the Organizational Citizenship Behavior item, "The job applicant can be expected to give advance notice when unable to come to work" had a loading of only .248 on its factor (Organizational Citizenship Behavior) in the political experiment and .615 in the religious. This item was removed from both data sets.

We then examined the factor loadings for the religious data. The Counterproductive Work Behavior item "I predict this applicant would make ethnic,

religious, or racial remarks at work" had a factor loading of only .319 on its factor (Counterproductive Work Behavior). In the political data, this item loaded at .678. This item was removed from both data sets. This process was repeated and a total of twelve items were removed from each data set. No latent construct had less than three items retained for use in further analysis (i.e., no construct had less than three items). The retained items are presented, and further discussed in the next section.

Confirmatory Factor Analysis

A Confirmatory factor analysis for each experiment was conducted utilizing R (version 3.2.2 on Windows platform). I will first discuss the common analytical procedures used across both experiments (data will be presented under appropriate sub-heading). I will then discuss and present the political analysis results followed by those for religion.

Tests for both skewness and kurtosis were conducted on each item to determine the normality of the data. Per Fields (2009) tests of significance for both skewness and kurtosis are highly sensitive to sample size. For sample sizes exceeding 200, a visual inspection of the data is recommended to determine normality of data. For each, a value of zero indicates no skewness (or kurtosis). For both data sets, a visual inspection of the skewness and kurtosis values indicated several items had significant skewness and\or kurtosis. In other words, multiple items, in both data sets, had skewness and\or kurtosis values that exceeded 1 or -1. This indicated non-normality of the data and robust methods were used for all analysis.

Using robust methods, we determined factor loadings for all items. All items loaded well onto their latent constructs and it was determined no further items required removal from either data set. We then computed the Cronbach's Alpha for the items measuring each latent construct. Cronbach's Alpha is a reliability coefficient that measures the "internal consistency reliability" (Kline, 2011, pg. 69) telling us how related a set of items are to each other. As per Kline (2011) a Cronbach's Alpha score of .70 or above is often considered "adequate" for internal reliability of the items (Kline, 2011). All latent constructs, across both experiments, exceeded .70. As an additional test for internal consistency we calculated the composite reliability for the items measuring each latent construct. The guidelines for this statistic also recommend a minimum value of .70 (Fornell & Larcker, 1981). All latent constructs, across both experiments exceeded this recommended value.

To test for convergent and discriminant validity, we examined the average variance extracted (AVE). Convergent validity requires an AVE of at least .50. This tells us that on average, the latent construct accounts for a majority of the variance in its indicators. For discriminant validity, the AVE for each construct must be greater than the square of correlations between constructs. This tells us that each construct accounts for more variance in its own indicators than it shares with another construct. Correlation matrixes were generated independently for both the political and religious experiments. We will now present the data as discussed above. First for the political experiment, followed by the religious experiment.

Political Confirmatory Factor Analysis

This section will discuss and present the CFA results for the political experiment. This section will start with presenting the items and their identifiers, followed by the skewness and kurtosis analysis. The item loadings will then be presented. This section will close with a correlation matrix presenting cross correlations, Cronbach's Alpha's, Composite Reliabilities, and the AVE's for each construct.

Table 5.1 presents the items and their corresponding identifiers for each latent construct assessed. For example, PPERSIM1 is the item "This job applicant and I are similar in our outlook, perspective, and values" and is a measure of Perceived Similarity. Items, with their identifiers, are also presented in table 5.3 (pages 123-125) with their factor loadings.

Perceived Similarity	
Identifier	Question
PPERSIM1	This job applicant and I are similar in our outlook, perspective, and values.
PPERSIM2	This job applicant and I analyze problems in a similar way.
PPERSIM3	This job applicant I think alike in terms of coming up with a similar solution for a problem.
PPERSIM4	This job applicant and I are alike in a number of areas.
PPERSIM5	This job applicant I see things in much the same way.
Liking	
Identifier	Question
PLIKE1	How much do you like this job applicant?
PLIKE2	I would likely get along very well with this job applicant.
PLIKE3	Supervising this job applicant would be a pleasure.
PLIKE4	I think this job applicant would likely make a good friend.
Task Performance	
Identifier	Question
PTP1	The job applicant can be expected to adequately complete assigned duties.
PTP2	The job applicant can be expected to perform tasks that are expected of him/her.
PTP3	The job applicant can be expected to meet formal performance requirements of a job.

Organizational Citizenship Behaviors	
Identifier	Question
POCB1	The job applicant can be expected to help others who have heavy workloads.
POCB2	The job applicant can be expected to go out of his/her way to help new employees.
POCB3	The job applicant can be expected to take a personal interest in other employees.

Counterproductive Work Behaviors	
Identifier	Question
PCWBPD1	I feel this applicant would purposely do work incorrectly.
PCWBPD2	I feel this applicant would purposely work slowly when things need to get done.
PCWBPD3	I feel this applicant would purposely fail to follow directions.
PCWBID1	I feel this applicant would make fun of someone at work.
PCWBID2	I feel this applicant with a something hurtful to someone at work.
PCWBID6	I feel the applicant would act rudely toward someone at work.
PCWBOD1	I feel this applicant would take property from work without permission.
PCWBOD3	I feel this applicant would falsify receipts to get reimbursed more money than actually spent on business expenses.
PCWBOD4	I feel this applicant would take longer breaks than are acceptable.
PCWBOD5	I feel this applicant would take more breaks than are acceptable.
PCWBOD6	I feel this applicant will come in late without permission.
PCWBOD7	I feel this applicant would litter the work environment.
PCWBOD8	I feel this applicant would neglect to follow instructions.
PCWBOD9	I feel this applicant would intentionally work at a slow pace.
PCWBOD11	I feel this applicant would use illegal drugs while on the job.
PCWBOD12	I feel this applicant would use alcohol on the job.
PCWBOD13	I feel this applicant would put little effort into their work.
PCWBOD14	I feel this applicant would drag out work in order to get over time.

Social Media Deviance	
Identifier	Question
PSMDPD1	I predict this applicant would use social media while they are supposed to be working.
PSMDPD2	I predict this applicant would use social media in a way that is not authorized during work hours.
PSMDPD3	I predict this applicant would use social media instead of working.
PSMDPD4	I predict this applicant would use social media instead of performing assigned job tasks.
PSMDID1	I predict this applicant would use social media to gossip about a co-worker.
PSMDID2	I predict this applicant would use social media to post negative remarks about someone at work.
PSMDID3	I predict this applicant would use social media to post negative content about someone at work.

PSMDID4	I predict this applicant would use social media to spread rumors about someone at work.
PSMDID5	I predict this applicant would use social media to slander a co-worker.
PSMDID6	I predict this applicant would use social media to post misleading photos of someone at work.
PSMDOD1	I predict this applicant would use social media to post negative content about the organization.
PSMDOD2	I predict this applicant would use social media to post negative remarks about the organization.
PSMDOD3	Org I predict this applicant would use social media to post negative content about the organizations customers.
PSMDOD4	I predict this applicant would use social media to post negative remarks about the organizations customers.
PSMDOD5	I predict this applicant would use social media to talk negatively about the organizations policies.
PSMDOD6	I predict this applicant would use social media to post confidential information that may negatively impact the organization.
PSMDOD7	I predict this applicant would use social media to spread rumors about the organization.
Identification	
Identifier	Question
PID3	When I talk about the political views on this social media page, I would usually say ‘we’ rather than ‘they’.
PID4	When someone praises the political views of this social media page, it feels like a personal compliment.
PID5	If a story in the media criticized the political views on this social media page, I would feel embarrassed.
Disidentification	
Identifier	Question
PDIS1	I would be embarrassed to be a part of the political views on this social media page.
PDIS2	The political views on this social media page does shameful things.
PDIS3	I find the political views on this social media page to be disgraceful.
PDIS4	I want people to know that I disagree with the behavior of the political views on this social media page.
PDIS5	I have been ashamed of the political views on this social media page.

Table 5.1: Political Identifiers and Questions

Table 5.2 presents the skewness and kurtosis for each item used to measure the theoretical model. As noted previously, several items did not meet the criteria for

normality. For example, PTP2 has skewness of -1.46 and kurtosis of 3.72, thus indicating that item is not normally distributed in the sample. Due to non-normality of the data, robust methods were deemed appropriate for further analysis.

Identifier	Mean	Standard Deviation	Skewness	Kurtosis	Standard Error
PPerSim1	3.71	1.41	-0.09	-0.75	0.07
PPerSim2	4.12	1.17	-0.43	0.40	0.06
PPerSim3	4.16	1.17	-0.38	0.61	0.06
PPerSim4	3.81	1.34	-0.13	-0.56	0.07
PPerSim5	3.64	1.34	-0.06	-0.55	0.07
PLike1	3.17	0.97	-0.27	-0.49	0.05
PLike2	4.22	1.36	-0.42	-0.31	0.07
PLike3	4.36	1.26	-0.34	0.21	0.07
PLike4	3.97	1.17	-0.26	0.30	0.06
PTP1	5.54	1.02	-1.08	2.10	0.05
PTP2	5.60	1.05	-1.46	3.72	0.06
PTP3	5.49	1.12	-1.17	2.07	0.06
POCB1	4.71	1.12	-0.23	-0.14	0.06
POCB2	4.59	1.09	-0.10	-0.25	0.06
POCB3	4.71	1.07	-0.39	0.28	0.06
PCWBPD1	2.77	1.18	0.71	0.02	0.06
PCWBPD2	2.91	1.14	0.35	-0.48	0.06
PCWBPD3	2.35	1.11	0.72	-0.09	0.06
PCWBID1	3.70	1.52	-0.03	-0.94	0.08
PCWBID2	3.57	1.46	-0.01	-0.95	0.08
PCWBID6	3.54	1.47	0.10	-0.78	0.08
PCWBOD1	2.72	1.22	0.69	0.06	0.06
PCWBOD3	2.63	1.22	0.64	-0.06	0.06
PCWBOD4	3.09	1.28	0.21	-0.90	0.07
PCWBOD5	3.07	1.27	0.28	-0.79	0.07
PCWBOD6	2.97	1.24	0.38	-0.63	0.07
PCWBOD7	2.62	1.19	0.50	-0.32	0.06
PCWBOD8	2.76	1.20	0.56	-0.36	0.06
PCWBOD9	2.69	1.14	0.52	-0.32	0.06
PCWBOD11	2.41	1.30	1.02	1.05	0.07
PCWBOD12	2.40	1.27	1.02	1.05	0.07
PCWBOD13	2.60	1.14	0.48	-0.54	0.06
PCWBOD14	2.79	1.27	0.47	-0.49	0.07
PSMDPD1	4.48	1.38	-0.36	-0.43	0.07

PSMDPD2	4.22	1.40	-0.22	-0.41	0.07
PSMDPD3	4.19	1.43	-0.24	-0.52	0.08
PSMDPD4	4.05	1.46	-0.11	-0.59	0.08
PSMDID1	3.84	1.58	0.11	-0.78	0.08
PSMDID2	3.70	1.57	0.24	-0.71	0.08
PSMDID3	3.69	1.56	0.21	-0.74	0.08
PSMDID4	3.43	1.45	0.44	-0.37	0.08
PSMDID5	3.41	1.55	0.52	-0.38	0.08
PSMDID6	3.21	1.50	0.51	-0.25	0.08
PSMDOD1	3.44	1.47	0.33	-0.71	0.08
PSMDOD2	3.43	1.47	0.31	-0.73	0.08
PSMDOD3	3.45	1.50	0.30	-0.69	0.08
PSMDOD4	3.47	1.51	0.29	-0.72	0.08
PSMDOD5	3.59	1.50	0.18	-0.76	0.08
PSMDOD6	3.16	1.50	0.47	-0.43	0.08
PSMDOD7	3.19	1.46	0.53	-0.30	0.08
PID3	2.49	0.96	-0.04	-0.56	0.05
PID4	2.34	0.90	0.04	-0.64	0.05
PID5	2.40	0.96	0.28	-0.26	0.05
PDIS1	2.96	1.05	0.14	-0.55	0.06
PDIS2	2.70	1.04	0.26	-0.37	0.06
PDIS3	2.65	1.03	0.30	-0.33	0.06
PDIS4	2.64	1.07	0.22	-0.52	0.06
PDIS5	2.56	0.98	0.35	-0.05	0.05

Table 3: Political Skewness and Kurtosis

Table 5.3 presents all items with their standardized factor loadings and standard errors. Additionally, Cronbach's Alpha (Alpha) and Composite Reliabilities (CR) are reported for each construct. All item loadings are significant at $p<.001$. Due to all items being significant at $p<.001$ the columns containing the exact p value and Z statistic were removed to allow room to present both the actual item and its identifier. All items loaded well onto their latent construct. Additionally, both the Cronbach's Alpha's and Composite Reliabilities met the minimum cutoff value of .70 (Fornell & Larcker, 1981; Kline, 2011). As these values indicate that the items provide good internal reliability in

measuring the latent constructs, we proceeded to examine the items for convergent and discriminant validity.

Item	Question	Loading	Std.Err
Identification		**Alpha: .73, CR: .74**	
PID3	When I talk about the political views on this social media page, I would usually say 'we' rather than 'they'.	0.708	0.048
PID4	When someone praises the political views of this social media page, it feels like a personal compliment.	0.946	0.063
PID5	If a story in the media criticized the political views on this social media page, I would feel embarrassed.	0.513	0.051
Disidentification		**Alpha: .92, CR: .92**	
PDIS1	I would be embarrassed to be a part of the political views on this social media page.	0.819	0.026
PDIS2	The political views on this social media page does shameful things.	0.986	0.008
PDIS3	I find the political views on this social media page to be disgraceful.	0.950	0.009
PDIS4	I want people to know that I disagree with the behavior of the political views on this social media page.	0.729	0.025
PDIS5	I have been ashamed of the political views on this social media page.	0.857	0.015
Perceived Similarity		**Alpha: .89, CR: .89**	
PPerSim1	This job applicant and I are similar in our outlook, perspective, and values.	0.807	0.027
PPerSim2	This job applicant and I analyze problems in a similar way.	0.835	0.024
PPerSim3	This job applicant I think alike in terms of coming up with a similar solution for a problem.	0.816	0.023
PPerSim4	This job applicant and I are alike in a number of areas.	0.875	0.020
PPerSim5	This job applicant I see things in much the same way.	0.848	0.020
Liking		**Alpha: .88, CR: .88**	
PLike1	How much do you like this job applicant?	0.839	0.023
PLike2	I would likely get along very well with this job applicant.	0.849	0.019
PLike3	Supervising this job applicant would be a pleasure.	0.862	0.025
PLike4	I think this job applicant would likely make a good friend.	0.788	0.024
Social Media Deviance		**Alpha: .97, CR: .97**	
PSMDID1	I predict this applicant would use social media to gossip about a co-worker.	0.841	0.013

PSMDID2	I predict this applicant would use social media to post negative remarks about someone at work.	0.912	0.008
PSMDID3	I predict this applicant would use social media to post negative content about someone at work.	0.932	0.007
PSMDID4	I predict this applicant would use social media to spread rumors about someone at work.	0.924	0.007
PSMDID5	I predict this applicant would use social media to slander a co-worker.	0.905	0.010
PSMDID6	I predict this applicant would use social media to post misleading photos of someone at work.	0.860	0.012
PSMDPD1	I predict this applicant would use social media while they are supposed to be working.	0.818	0.014
PSMDPD2	I predict this applicant would use social media in a way that is not authorized during work hours.	0.882	0.011
PSMDPD3	I predict this applicant would use social media instead of working.	0.931	0.007
PSMDPD4	I predict this applicant would use social media instead of performing assigned job tasks.	0.893	0.009
PSMDOD1	I predict this applicant would use social media to post negative content about the organization.	0.905	0.01
PSMDOD2	I predict this applicant would use social media to post negative remarks about the organization.	0.948	0.005
PSMDOD3	I predict this applicant would use social media to post negative content about the organizations customers.	0.939	0.006
PSMDOD4	I predict this applicant would use social media to post negative remarks about the organizations customers.	0.933	0.006
PSMDOD5	I predict this applicant would use social media to talk negatively about the organizations policies.	0.879	0.011
PSMDOD6	I predict this applicant would use social media to post confidential information that may negatively impact the organization.	0.903	0.009
PSMDOD7	I predict this applicant would use social media to spread rumors about the organization.	0.917	0.007
Task Performance		Alpha: .94, CR: .94	
PTP1	The job applicant can be expected to adequately complete assigned duties.	0.949	0.014
PTP2	The job applicant can be expected to perform tasks that are expected of him/her.	0.964	0.011
PTP3	The job applicant can be expected to meet formal performance requirements of a job.	0.925	0.012
Organizational Citizenship Behavior		Alpha: .80, CR: .81	

POCB1	The job applicant can be expected to help others who have heavy workloads.	0.870	0.027
POCB2	The job applicant can be expected to go out of his/her way to help new employees.	0.826	0.027
POCB3	The job applicant can be expected to take a personal interest in other employees.	0.696	0.037
Counterproductive Work Behavior		Alpha: .96, CR: .96	
PCWBID1	I feel this applicant would make fun of someone at work.	0.730	0.023
PCWBID2	I feel this applicant with a something hurtful to someone at work.	0.808	0.020
PCWBID6	I feel the applicant would act rudely toward someone at work.	0.806	0.020
PCWBPD1	I feel this applicant would purposely do work incorrectly.	0.610	0.033
PCWBPD2	I feel this applicant would purposely work slowly when things need to get done.	0.660	0.028
PCWBPD3	I feel this applicant would purposely fail to follow directions.	0.625	0.031
PCWBOD1	I feel this applicant would take property from work without permission.	0.791	0.019
PCWBOD3	I feel this applicant would falsify receipts to get reimbursed more money than actually spent on business expenses.	0.858	0.013
PCWBOD4	I feel this applicant would take longer breaks than are acceptable.	0.944	0.007
PCWBOD5	I feel this applicant would take more breaks than are acceptable.	0.952	0.006
PCWBOD6	I feel this applicant will come in late without permission.	0.916	0.009
PCWBOD7	I feel this applicant would litter the work environment.	0.805	0.016
PCWBOD8	I feel this applicant would neglect to follow instructions.	0.894	0.012
PCWBOD9	I feel this applicant would intentionally work at a slow pace.	0.884	0.012
PCWBOD11	I feel this applicant would use illegal drugs while on the job.	0.898	0.011
PCWBOD12	I feel this applicant would use alcohol on the job.	0.867	0.013
PCWBOD13	I feel this applicant would put little effort into their work.	0.872	0.013
PCWBOD14	I feel this applicant would drag out work in order to get over time.	0.863	0.014

Table 5.3: Political Item Loadings with Cronbach's Alpha (CA) and Composite Reliability (CR)

To test for convergent validity, we calculated the AVE for each construct. Fornell and Larker (1981) established the criterion that a value of .50 or above was acceptable for this statistic. The lowest AVE calculated is for Identification (.553) which exceeds the required value. We then examined our constructs for discriminant validity by calculating the square root of the AVE and placing it along the diagonal in the Construct Correlation Matrix (table 5.4). Each construct in bold (along the diagonal) is larger than all square root of the AVE calculations falling under it. This tells us that each construct accounts for more of its own variance then the variance of other constructs thus establishing discriminant validity.

Having established internal, discriminant, and convergent validity, we then tested for common method bias. Common method bias will be discussed in a later section. The results of the CFA for the religious experiment will now be presented following the same format as this section.

Construct	No of Items	Mean	SD*	CR**	CA***	AVE	PID	PDISID	PPERSIM	PLIKING	PSMD	PTP	POCB	PCWB
PID	3	2.41	0.94	0.74	0.73	0.553	**0.744**							
PDISID	5	2.70	1.04	0.92	0.92	0.762	0.021	**0.873**						
PPERSIM	5	3.88	1.31	0.89	0.89	0.700	*0.245*	*-0.370*	**0.836**					
PLIKING	4	3.93	1.28	0.88	0.88	0.697	*0.302*	*-0.443*	*0.783*	**0.835**				
PSMD	17	3.64	1.50	0.97	0.97	0.813	*-0.123*	*0.422*	*-0.446*	*-0.605*	**0.901**			
PTP	3	5.54	1.06	0.94	0.94	0.895	*-0.113*	*-0.148*	*0.327*	*0.474*	*-0.384*	**0.946**		
POCB	3	4.67	1.09	0.81	0.80	0.641	*0.194*	*-0.228*	*0.398*	*0.584*	*-0.450*	*0.460*	**0.800**	
PCWB	18	2.87	1.32	0.96	0.96	0.685	-0.027	*0.298*	*-0.298*	*-0.434*	*0.639*	*-0.535*	*-0.474*	**0.827**

Table 4: Political Construct Correlation Matrix
PID: Identification, PDISID: Disidentification, PPERSIM, Perceived Similarity, PLIKING: Liking, PSMD: Social Media Deviance, PTP: Task Performance, POCB: Organizational Citizenship Behavior, PCWB: Counterproductive Work Behavior, *: Standard Deviation, **: Composite Reliability, ***Cronbach's Alpha, Italicized correlations denote significance

Religion Confirmatory Factor Analysis

This section will discuss and present the CFA results for the religious experiment. This section will start with presenting the items and their identifiers, followed by the skewness and kurtosis analysis. The item loadings will then be presented. This section will close with a correlation matrix presenting cross correlations, Cronbach's Alpha's, Composite Reliabilities, and the AVE's for each construct.

Table 5.5 presents the items and their corresponding identifiers for each latent construct assessed. For example, RPERSIM1 is the item "This job applicant and I are similar in our outlook, perspective, and values" and is a measure of Perceived Similarity. Items, with their identifiers, are also presented in table 5.7 (pages 132-135) with their factor loadings.

Perceived Similarity	
Identifier	Question
RPERSIM1	This job applicant and I are similar in our outlook, perspective, and values.
RPERSIM2	This job applicant and I analyze problems in a similar way.
RPERSIM3	This job applicant I think alike in terms of coming up with a similar solution for a problem.
RPERSIM4	This job applicant and I are alike in a number of areas.
RPERSIM5	This job applicant I see things in much the same way.
Liking	
Identifier	Question
RLIKE1	How much do you like this job applicant?
RLIKE2	I would likely get along very well with this job applicant.
RLIKE3	Supervising this job applicant would be a pleasure.
RLIKE4	I think this job applicant would likely make a good friend.
Task Performance	
Identifier	Question
RTP1	The job applicant can be expected to adequately complete assigned duties.
RTP2	The job applicant can be expected to perform tasks that are expected of him/her.
RTP3	The job applicant can be expected to meet formal performance requirements of a job.

Organizational Citizenship Behaviors	
Identifier	Question
ROCB1	The job applicant can be expected to help others who have heavy workloads.
ROCB2	The job applicant can be expected to go out of his/her way to help new employees.
ROCB3	The job applicant can be expected to take a personal interest in other employees.
Counterproductive Work Behaviors	
Identifier	Question
RCWBPD1	I feel this applicant would purposely do work incorrectly.
RCWBPD2	I feel this applicant would purposely work slowly when things need to get done.
RCWBPD3	I feel this applicant would purposely fail to follow directions.
RCWBID1	I feel this applicant would make fun of someone at work.
RCWBID2	I feel this applicant with a something hurtful to someone at work.
RCWBID6	I feel the applicant would act rudely toward someone at work.
RCWBOD1	I feel this applicant would take property from work without permission.
RCWBOD3	I feel this applicant would falsify receipts to get reimbursed more money than actually spent on business expenses.
RCWBOD4	I feel this applicant would take longer breaks than are acceptable.
RCWBOD5	I feel this applicant would take more breaks than are acceptable.
RCWBOD6	I feel this applicant will come in late without permission.
RCWBOD7	I feel this applicant would litter the work environment.
RCWBOD8	I feel this applicant would neglect to follow instructions.
RCWBOD9	I feel this applicant would intentionally work at a slow pace.
RCWBOD11	I feel this applicant would use illegal drugs while on the job.
RCWBOD12	I feel this applicant would use alcohol on the job.
RCWBOD13	I feel this applicant would put little effort into their work.
RCWBOD14	I feel this applicant would drag out work in order to get over time.
Social Media Deviance	
Identifier	Question
RSMDPD1	I predict this applicant would use social media while they are supposed to be working.
RSMDPD2	I predict this applicant would use social media in a way that is not authorized during work hours.
RSMDPD3	I predict this applicant would use social media instead of working.
RSMDPD4	I predict this applicant would use social media instead of performing assigned job tasks.
RSMDID1	I predict this applicant would use social media to gossip about a co-worker.
RSMDID2	I predict this applicant would use social media to post negative remarks about someone at work.
RSMDID3	I predict this applicant would use social media to post negative content about someone at work.

RSMDID4	I predict this applicant would use social media to spread rumors about someone at work.
RSMDID5	I predict this applicant would use social media to slander a co-worker.
RSMDID6	I predict this applicant would use social media to post misleading photos of someone at work.
RSMDOD1	I predict this applicant would use social media to post negative content about the organization.
RSMDOD2	I predict this applicant would use social media to post negative remarks about the organization.
RSMDOD3	Org I predict this applicant would use social media to post negative content about the organizations customers.
RSMDOD4	I predict this applicant would use social media to post negative remarks about the organizations customers.
RSMDOD5	I predict this applicant would use social media to talk negatively about the organizations policies.
RSMDOD6	I predict this applicant would use social media to post confidential information that may negatively impact the organization.
RSMDOD7	I predict this applicant would use social media to spread rumors about the organization.
Identification	
Identifier	Question
RID3	When I talk about the religion on this social media page, I would usually say 'we' rather than 'they'.
RID4	When someone praises the religion of this social media page, it feels like a personal compliment.
RID5	If a story in the media criticized the religion on this social media page, I would feel embarrassed.
Disidentification	
Identifier	Question
RDIS1	I would be embarrassed to be a part of the religion on this social media page.
RDIS2	The religion on this social media page does shameful things.
RDIS3	I find the religion on this social media page to be disgraceful.
RDIS4	I want people to know that I disagree with the behavior of the religion on this social media page.
RDIS5	I have been ashamed of the religion on this social media page.

Table 5.5: Religion Identifiers and Questions

Table 5.6 presents the skewness and kurtosis for each item used to measure the theoretical model. As noted previously, several items did not meet the criteria for normality. For example, RCWBOD12 has skewness of 1.51 and kurtosis of 3.15, thus

indicating that item is not normally distributed in the sample. Due to non-normality of the data, robust methods were deemed appropriate for further analysis.

Identifier	Mean	Standard Deviation	Skewness	Kurtosis	Standard Error
RPerSim1	4.17	1.51	-0.45	-0.65	0.09
RPerSim2	4.25	1.08	-0.51	1.04	0.07
RPerSim3	4.23	1.03	-0.44	1.14	0.06
RPerSim4	4.03	1.27	-0.42	-0.22	0.08
RPerSim5	3.98	1.28	-0.42	-0.21	0.08
RLike1	3.59	0.85	-0.26	0.16	0.05
RLike2	4.79	1.18	-0.30	-0.20	0.07
RLike3	4.88	1.08	-0.27	0.11	0.07
RLike4	4.68	1.16	-0.46	0.31	0.07
RTP1	5.40	0.90	-0.46	-0.02	0.06
RTP2	5.48	0.91	-0.46	-0.04	0.06
RTP3	5.50	0.94	-0.62	0.09	0.06
ROCB1	5.32	0.98	-0.14	-0.41	0.06
ROCB2	5.42	0.97	-0.21	-0.43	0.06
ROCB3	5.30	0.99	-0.33	0.12	0.06
RCWBPD1	2.66	1.03	0.42	-0.60	0.07
RCWBPD2	2.68	1.11	0.51	-0.40	0.07
RCWBPD3	2.38	1.06	0.60	-0.30	0.07
RCWBID1	2.28	1.04	0.85	0.89	0.07
RCWBID2	2.29	1.07	0.84	0.73	0.07
RCWBID6	2.41	1.18	0.84	0.56	0.07
RCWBOD1	2.27	1.05	0.90	1.03	0.07
RCWBOD3	2.20	1.07	1.07	1.89	0.07
RCWBOD4	2.55	1.14	0.52	-0.11	0.07
RCWBOD5	2.57	1.13	0.59	0.45	0.07
RCWBOD6	2.53	1.14	0.68	0.47	0.07
RCWBOD7	2.34	1.11	0.86	0.98	0.07
RCWBOD8	2.35	1.06	0.79	0.75	0.07
RCWBOD9	2.37	1.09	0.78	0.60	0.07
RCWBOD11	2.02	1.16	1.51	2.93	0.07
RCWBOD12	2.06	1.14	1.51	3.15	0.07
RCWBOD13	2.37	1.09	0.79	0.71	0.07
RCWBOD14	2.41	1.11	0.79	0.89	0.07

RSMDPD1	3.61	1.30	-0.14	-0.75	0.08
RSMDPD2	3.37	1.25	-0.01	-0.64	0.08
RSMDPD3	3.38	1.25	-0.06	-0.76	0.08
RSMDPD4	3.28	1.22	0.11	-0.47	0.08
RSMDID1	2.58	1.18	0.76	0.56	0.07
RSMDID2	2.45	1.09	0.66	0.53	0.07
RSMDID3	2.41	1.08	0.74	1.13	0.07
RSMDID4	2.38	1.08	0.69	0.61	0.07
RSMDID5	2.33	1.07	0.68	0.62	0.07
RSMDID6	2.36	1.08	0.68	0.53	0.07
RSMDOD1	2.47	1.14	0.80	0.88	0.07
RSMDOD2	2.47	1.14	0.85	1.01	0.07
RSMDOD3	2.44	1.13	0.69	0.29	0.07
RSMDOD4	2.40	1.13	0.76	0.56	0.07
RSMDOD5	2.57	1.22	0.86	0.95	0.08
RSMDOD6	2.38	1.14	0.90	1.28	0.07
RSMDOD7	2.36	1.11	0.90	1.26	0.07
RID3	2.62	1.13	0.23	-0.65	0.07
RID4	2.54	1.00	0.14	-0.43	0.06
RID5	2.44	1.01	0.31	-0.49	0.06
RDIS1	2.20	0.95	0.71	0.35	0.06
RDIS2	2.10	0.92	0.80	0.59	0.06
RDIS3	2.00	0.87	0.93	1.23	0.06
RDIS4	2.06	0.90	0.71	0.43	0.06
RDIS5	2.11	0.98	0.66	-0.10	0.06

Table 5: Religion Skewness and Kurtosis

Table 5.7 presents all items with their standardized factor loadings and standard errors. Additionally, Cronbach's Alpha (Alpha) and Composite Reliabilities (CR) are reported for each construct. All item loadings are significant at $p<.001$. Due to all items being significant at $p<.001$ the columns containing the exact p value and Z statistic were removed to allow room to present both the actual item and its identifier. All items loaded well onto their latent construct. Additionally, both the Cronbach's Alpha's and

Composite Reliabilities met the minimum cutoff value of .70 (Kline, 2011; Fornell and Larker, 1981). As these values indicate that the items provide good internal reliability in measuring the latent constructs, we proceeded to examine the items for convergent and discriminant validity.

Item	Question	Loading	Std.Err
Identification		**Alpha: .82, CR: .84**	
RID3	When I talk about the religion on this social media page, I would usually say 'we' rather than 'they'.	0.881	0.032
RID4	When someone praises the religion of this social media page, it feels like a personal compliment.	0.938	0.030
RID5	If a story in the media criticized the religion on this social media page, I would feel embarrassed.	0.649	0.047
Disidentification		**Alpha: .93, CR: .94**	
RDIS1	I would be embarrassed to be a part of the religion views on this social media page.	0.860	0.024
RDIS2	The religion on this social media page does shameful things.	0.929	0.012
RDIS3	I find the religion on this social media page to be disgraceful.	0.956	0.012
RDIS4	I want people to know that I disagree with the behavior of the religion on this social media page.	0.864	0.018
RDIS5	I have been ashamed of the religion on this social media page.	0.898	0.021
Perceived Similarity		**Alpha: .93, CR: .93**	
RPerSim1	This job applicant and I are similar in our outlook, perspective, and values.	0.871	0.019
RPerSim2	This job applicant and I analyze problems in a similar way.	0.930	0.012
RPerSim3	This job applicant I think alike in terms of coming up with a similar solution for a problem.	0.936	0.013
RPerSim4	This job applicant and I are alike in a number of areas.	0.929	0.012
RPerSim5	This job applicant I see things in much the same way.	0.934	0.011
Liking		**Alpha: .88, CR: .89**	
RLike1	How much do you like this job applicant?	0.832	0.033
RLike2	I would likely get along very well with this job applicant.	0.881	0.022
RLike3	Supervising this job applicant would be a pleasure.	0.913	0.021

RLike4	I think this job applicant would likely make a good friend.	0.758	0.034
Social Media Deviance		**Alpha: .97, CR: .98**	
RSMDID1	I predict this applicant would use social media to gossip about a co-worker.	0.911	0.012
RSMDID2	I predict this applicant would use social media to post negative remarks about someone at work.	0.954	0.007
RSMDID3	I predict this applicant would use social media to post negative content about someone at work.	0.966	0.006
RSMDID4	I predict this applicant would use social media to spread rumors about someone at work.	0.947	0.008
RSMDID5	I predict this applicant would use social media to slander a co-worker.	0.982	0.003
RSMDID6	I predict this applicant would use social media to post misleading photos of someone at work.	0.985	0.003
RSMDPD1	I predict this applicant would use social media while they are supposed to be working.	0.748	0.021
RSMDPD2	I predict this applicant would use social media in a way that is not authorized during work hours.	0.777	0.020
RSMDPD3	I predict this applicant would use social media instead of working.	0.821	0.018
RSMDPD4	I predict this applicant would use social media instead of performing assigned job tasks.	0.752	0.020
RSMDOD1	I predict this applicant would use social media to post negative content about the organization.	0.971	0.006
RSMDOD2	I predict this applicant would use social media to post negative remarks about the organization.	0.958	0.007
RSMDOD3	Org I predict this applicant would use social media to post negative content about the organizations customers.	0.963	0.007
RSMDOD4	I predict this applicant would use social media to post negative remarks about the organizations customers.	0.964	0.006
RSMDOD5	I predict this applicant would use social media to talk negatively about the organizations policies.	0.882	0.017
RSMDOD6	I predict this applicant would use social media to post confidential information that may negatively impact the organization.	0.928	0.009
RSMDOD7	I predict this applicant would use social media to spread rumors about the organization.	0.965	0.007
Task Performance		Alpha: .95, CR: .95	
RTP1	The job applicant can be expected to adequately complete assigned duties.	0.953	0.009

RTP2	The job applicant can be expected to perform tasks that are expected of him/her.	0.998	0.009
RTP3	The job applicant can be expected to meet formal performance requirements of a job.	0.913	0.013
Organizational Citizenship Behavior		Alpha: .90, CR: .90	
ROCB1	The job applicant can be expected to help others who have heavy workloads.	0.989	0.014
ROCB2	The job applicant can be expected to go out of his/her way to help new employees.	0.903	0.015
ROCB3	The job applicant can be expected to take a personal interest in other employees.	0.841	0.028
Counterproductive Work Behavior		Alpha: .98, CR: .98	
RCWBID1	I feel this applicant would make fun of someone at work.	0.905	0.013
RCWBID2	I feel this applicant with a something hurtful to someone at work.	0.908	0.012
RCWBID6	I feel the applicant would act rudely toward someone at work.	0.859	0.015
RCWBPD1	I feel this applicant would purposely do work incorrectly.	0.809	0.020
RCWBPD2	I feel this applicant would purposely work slowly when things need to get done.	0.779	0.022
RCWBPD3	I feel this applicant would purposely fail to follow directions.	0.751	0.023
RCWBOD1	I feel this applicant would take property from work without permission.	0.905	0.015
RCWBOD3	I feel this applicant would falsify receipts to get reimbursed more money than actually spent on business expenses.	0.956	0.007
RCWBOD4	I feel this applicant would take longer breaks than are acceptable.	0.913	0.010
RCWBOD5	I feel this applicant would take more breaks than are acceptable.	0.906	0.011
RCWBOD6	I feel this applicant will come in late without permission.	0.920	0.010
RCWBOD7	I feel this applicant would litter the work environment.	0.951	0.006
RCWBOD8	I feel this applicant would neglect to follow instructions.	0.957	0.005
RCWBOD9	I feel this applicant would intentionally work at a slow pace.	0.932	0.009
RCWBOD11	I feel this applicant would use illegal drugs while on the job.	0.952	0.008

RCWBOD12	I feel this applicant would use alcohol on the job.	0.947	0.009
RCWBOD13	I feel this applicant would put little effort into their work.	0.941	0.007
RCWBOD14	I feel this applicant would drag out work in order to get over time.	0.932	0.009

Table 5.7: Religious Item Loadings with Cronbach's Alpha (CA) and Composite Reliability (CR)

To test for convergent validity, we calculated the AVE for each construct. Fornell and Larker (1981) established the criterion that a value of .50 or above was acceptable for this statistic. The lowest AVE calculated is for Identification (.692) which exceeds the required value. We then examined our constructs for discriminant validity by calculating the square root of the AVE and placing it along the diagonal in the Construct Correlation Matrix (table 5.8). Each construct in bold (along the diagonal) is larger than all square root of the AVE calculations falling under it. This tells us that each construct accounts for more of its own variance then the variance of other constructs thus establishing discriminant validity.

Having established internal, discriminant, and convergent validity, we then tested for common method bias. Having presented the CFA results for both the political and religious experiments, we will proceed with a discussion on common method bias in the next section.

Construct	No of Items	Mean	SD*	CR**	CA***	AVE	RID	RDISID	RPERSIM	RLIKING	RSMD	RTP	ROCB	RCWB
RID	3	2.53	1.05	0.84	0.82	0.692	**0.832**							
RDISID	5	2.09	0.93	0.94	0.93	0.813	*-0.166*	**0.902**						
RPERSIM	5	4.13	1.25	0.93	0.93	0.847	*0.560*	*-0.321*	**0.920**					
RLIKING	4	4.48	1.19	0.89	0.88	0.719	*0.488*	*-0.465*	*0.716*	**0.848**				
RSMD	17	2.66	1.23	0.98	0.97	0.834	*-0.205*	*0.489*	*-0.236*	*-0.422*	**0.914**			
RTP	3	5.46	0.92	0.95	0.95	0.919	*0.144*	*-0.381*	*0.282*	*0.496*	*-0.632*	**0.955**		
ROCB	3	5.35	0.98	0.90	0.90	0.834	*0.168*	*-0.369*	*0.279*	*0.469*	*-0.600*	*0.770*	**0.913**	
RCWB	18	2.38	1.11	0.98	0.98	0.816	*-0.121*	*0.453*	*-0.218*	*-0.401*	*0.852*	*-0.660*	*-0.706*	**0.903**

Table 6: Religion Construct Correlation Matrix
RID: Identification, RDISID: Disidentification, RPERSIM, Perceived Similarity, RLIKING: Liking, RSMD: Social Media Deviance, RTP: Task Performance, ROCB: Organizational Citizenship Behavior, RCWB: Counterproductive Work Behavior, *: Standard Deviation, **: Composite Reliability, ***Cronbach's Alpha, Italicized correlations denote significance

Common Method Bias

Common method bias occurs when the measured variance is a result of the methods being utilized, rather than as a result of the construct itself (Podsakoff, P. M., MacKenzie, Lee, & Podsakoff, 2003). This variance can be problematic because it can effect the magnitude of covariances and significance of the results (i.e., cause both Type I and Type II errors) thus leading to incorrect conclusions in regard to hypothesis testing.

To control for common method bias we used two commonly accepted remedies. First, we used multiple methods to measure our latent constructs. While most constructs used a 7-point Likert scale, both Identification and Disidentification used 5-point Likert scales. The construct of Liking used both types of questions (a question using a 5-point Likert scale and 3 questions using a 7-point Likert scale).

The second way we controlled for common method bias was by utilization of a marker variable in the survey. This method allows you to statistically determine if

common method bias is significant in your data set. Using the marker variable method, we force the marker variable to be a measurement item for each construct (Podsakoff, et.al., 2003). For example, our data set contains three items for Identification and five items for Disidentification. Using the marker variable method, we force the marker variable to be a measurement item for each construct. So in this example, Identification would now have four items and Disidentification six. This procedure is repeated with each latent construct. If the marker variable is not significant (i.e., the factor loading of the marker variable is non-significant for measuring the latent construct) then there is statistical evidence that common method bias did not occur. However, should the marker variable have a statistically significant factor loading on any of the latent constructs, there is then evidence for common method bias.

For both the political and religious condition, we constrained the marker variable to load with each latent construct. There were no significant loadings of the marker variable onto any construct in either experiment. Hence, we can say with a high degree of certainty that common method bias did not have a significant effect on the outcomes of our hypothesis.

Theoretical Model Hypothesis Testing

This section will first explain the analysis that was common for hypothesis testing across both experiments. We will then talk about the political results of the theoretical model, followed by the religious results.

Common Analysis

The R statistical package (Version 3.2.2) was used to test all direct effects and calculate model fit indices. Multivariate ANOVA was used to calculate moderation effects. The data for both experiments were non-normal hence robust methods were used for hypothesis testing and model fit indices. I will first discuss each of the fit indices that were analyzed followed by a presentation of the data in sub-sections for each experiment.

The chi-square model fit was calculated for each experiment. Ideally, this fit statistic should be non-significant. The chi-square statistic, as a measurement of model fit has some shortcomings, especially in the cases of large sample sizes and non-normality of data. With non-normality and sample sizes greater than 200 the chi-square will almost always be significant (Schermelleh-Engel, Moosbrugger, & Müller, 2003) and thus should not be used as a basis to accept or fail to reject a model under these conditions. The sample size for both experiments exceeded 200 and were non-normal thus potentially contributing to a significant chi-square value. There are several other fit statistics that are not as sensitive to sample size and normality of data that were analyzed.

The Comparative Fit Index (CFI) and Normed Fit Index (NFI) compare the theoretical model to a model where all variables are assumed to be uncorrelated. The difference between the CFI and NFI is that the CFI considers sample size, while the NFI does not. Values for both of these measures range from zero to one. The recommended cutoff value for both indices is .95 (Byrne, 2011).

Unlike the CFI and NFI that compare the hypothesized model to the null model, the Adjusted Goodness of Fit (AGFI) is an absolute fit index which measures how well

the hypothesis fit the actual data (Byrne, 2011). Values for this index again range from zero to one, with .90 considered good fit. The Tucker-Lewis Index (TLI), also known as the Non-Normed Fit Index is considered a type of relative fit index as it looks at the parsimony of the model. The recommended cutoff for this index is .95 (Hu & Bentler, 1999).

The final fit statistic that will be reported is the Root Mean Square Error of Approximation (RMSEA). This statistic indicates "badness of fit" and thus values closer to zero are ideal (Hu and Bentler, 1999). The generally accepted cutoff for this statistic is less than .08. We will now present the model fit statistics and hypothesis testing of the theoretical model for the political experiment followed by the religious experiment.

Political Experiment Theoretical Model Results

In this section, the model fit statistics (table 5.9), hypothesis testing results (table 5.10) and the theoretical model containing the results (figure 5.1) will be presented for the political experiment.

Table 5.9 presents the fit statistics for the political experiment. As previously discussed, we had a large sample size and non-normal data, hence the significant chi-square value is not unexpected. The RMSEA value is slightly above the recommended cut off of .08, but was deemed sufficient to continue with the analysis of the theoretical model. The CFI, TLI, and NFI are all slightly below generally accepted cutoffs (as per previous section), but were again deemed sufficient for analysis of the theoretical model. The AGFI is .973, which well exceeded the recommended value of .90, indicating the hypothesis fit well with the model.

Political Experiment Model Fit Statistics	
Statistic	**Result**
Chi-Square	7532.068 (p<.001)
RMSEA	.095
CFI	.934
TLI	.931
NFI	.915
AGFI	.973

Table 5.9: Fit Statistics for Political Experiment

The following table (table 5.10) provides the hypothesis, z-value, standardized coefficient and level of support for each hypothesis in the political experiment. Directly following table 5.10, the hypotheses are illustrated in the theoretical model in figure 5.1.

#	Hypotheses Political Experiment	z-Value	S.E.	Support
H1	Political identity cues of the applicant influence Identification that the rater feels toward the group of the applicant.	4.425	.085	.375, p<.001
H2	Political identity cues of the applicant influence Disidentification that the rater feels toward the group of the applicant.	-2.976	.075	-.222, p<.001
H3	Political identity cues of the applicant will influence Perceived Similarity on the part of the rater toward the applicant.	-.423	.118	Not supported
H4	Signal Strength will moderate the relationship of Perceived Similarity of the rater to the job applicant.	N/A	N/A	p<.05
H5	Signal strength as perceived by the rater will moderate Identification with the group of the job applicant.	N/A	N/A	Not supported
H6	Signal strength as perceived by the rater will moderate Disidentification with the group of the job applicant.	N/A	N/A	Not supported
H7	Identification with the group of the job applicant will positively influence Perceived Similarity by the rater.	3.085	.091	.282, p<.05
H8	Disidentification with the group of the job applicant will negatively influence Perceived Similarity by the rater.	-8.781	.094	-.829, p<.001
H9	Perceived Similarity by the rater influences Liking of the applicant.	9.568	.116	1.114, p<.001
H10	Liking of the applicant by the rater will positively influence assessment of Task Performance.	8.268	.032	.264, p<.001
H11	Liking of the applicant by the rater will positively influence assessment of Organizational Citizenship.	8.844	.041	.359, p<.001

H12	Liking of the applicant by the rater will negatively influence assessment of Counterproductive Work Behaviors.	-8.691	.031	-.273, p<.001
H13	Liking of the applicant by the rater will negatively influence assessment of Social Media Deviance.	-12.075	.038	-.462, p<.001
H14	Individuating Information will positively influence the assessment of Task Performance by the rater.	-.356	.065	Not supported
H15	Individuating Information will positively influence the assessment of Organizational Citizenship by the rater.	.322	.071	Not supported
H16	Individuating Information will negatively influence the assessment of Counterproductive Work Behavior by the rater.	-.680	.058	Not supported
H17	Individuating Information will negatively influence the assessment of Social Media Deviance by the rater.	-.666	.066	Not supported

Table 5.10: Hypothesis Testing Results of Political Experiment

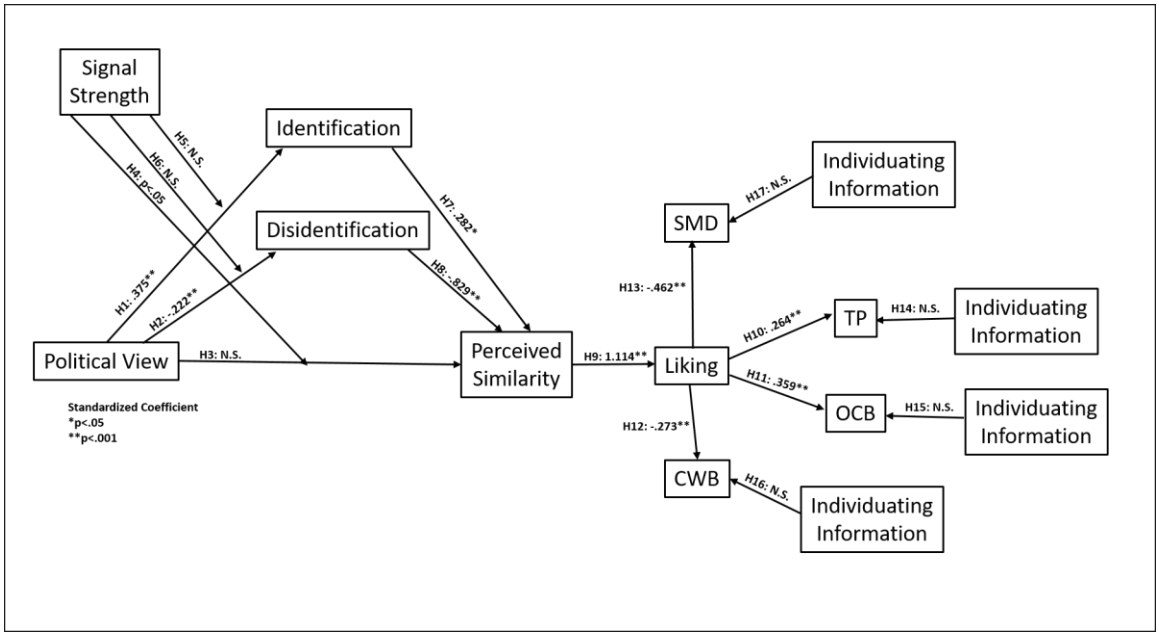

Figure 5.1: Political Views Theoretical Model

Hypotheses 1 and 2 were both supported, indicating that in this experiment political identity cues of the applicant, regardless of Signal Strength, influenced levels of both identification and disidentification that the respondent felt toward the political group of the applicant. Hypothesis 3 was not supported. As indicated in the demographics of the

participants in the experiment, there were a large number of individuals who identified as politically "moderate" (142) or "other" (23), combined, this made up nearly half of the demographics for political beliefs. The experiment manipulated levels of conservatism and liberalism, so considering the large number of those not identifying as belonging to either of these groups, it is not surprising that political identity cues of the applicant did not have a significant effect on perceived similarity with the applicant. It is also possible that cues of perceived similarity flowed through the constructs of Identification and Disidentification.

The strength of the political signal was hypothesized to moderate the relationships to Perceived Similarity (H4), Identification (H5), and Disidentification (H6). In this experiment, only H4 (moderation of Perceived Similarity) was supported. This moderation effect will be discussed further following this discussion on reporting the hypotheses results.

Hypotheses 7 through 13 were all supported. Both Identification (H7) and Disidentification (H8) with the group of the applicant affected Perceived Similarity on the part of the respondent. The well-established link between Perceived Similarity to Liking (H9) was supported. Liking of the applicant positively influenced the evaluation of both Task Performance (H10) and Organizational Citizenship Behaviors (H11). Liking of the applicant had a negative effect on the evaluation of both Counterproductive Work Behaviors (H12) and Social Media Deviance (H13). In other words, Liking of the applicant, on the part of the respondent resulted in a belief that the applicant would both perform better (Task Performance and Organizational Citizenship Behavior) and exhibit a

decrease in negative behaviors (Counterproductive Work Behavior and Social Media Deviance).

Hypotheses 14 through 17 were not supported. Each of these hypothesized an effect of Individuating Information on the components of the hireability evaluations. It is possible that the Individuating Information was either not noticed in this experiment or was simply "ignored" in the presence of partisan cues.

Political Moderation Effect

As can be seen in figure 5.2, there is an interaction effect between strength of political identity cues by the applicant and Perceived Similarity. The blue line indicates the participant received a weak signal in regard to the strength of the applicant's political identity, while the green line indicates a strong signal was received. "Matching" was determined by using the actual political beliefs of the respondents as self reported in the demographic section of the survey. There was no identical experimental condition to "political moderates", so they are considered "not matching" and comprised nearly 50% of the respondents.

In the weak signal strength condition, perceived similarity is only slightly higher for both similar and different political views, while it is highest for those with moderate views. In the strong signal strength condition, the interaction line rises sharply from the lowest point with "not matching" to the highest point with "matching". The more salient the signal strength (green line) the more similar (or dissimilar) a respondent will perceive themselves to be with the applicant. When the signal is weak (blue line), those who identify as political moderates will perceive themselves as more similar to the applicant.

These results indicate strength of political signal is a significant cue that effects perceived similarity. In the following section we will discuss the results of the religious experiment.

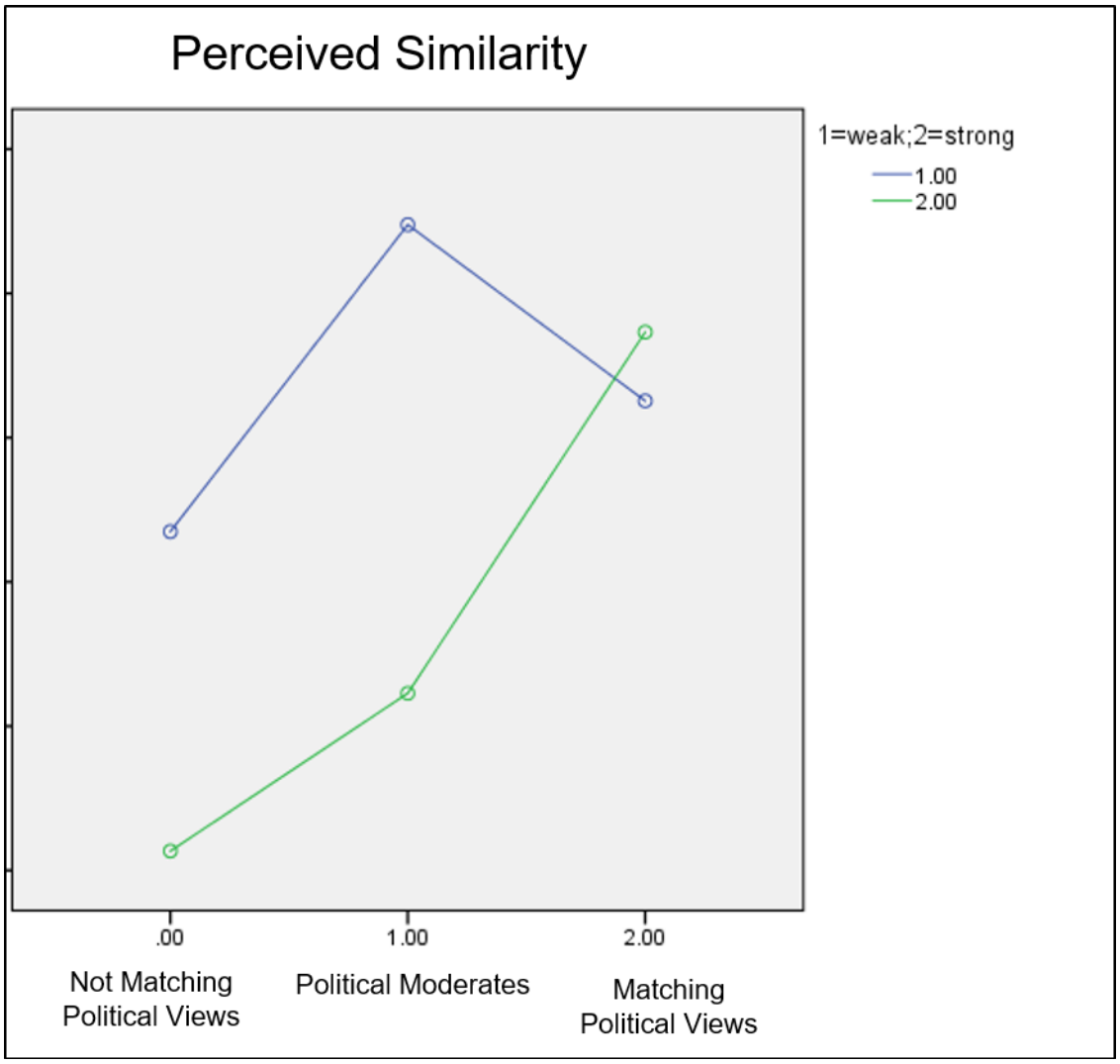

Figure 5.2: Political Signal Strength and Perceived Similarity

Religious Experiment Theoretical Model Results

In this section the model fit statistics (table 5.11), hypothesis testing results (table 5.12) and the theoretical model containing the results (figure 5.3) will be presented for the religious experiment.

Table 5.11 presents the fit statistics for the religious experiment. As previously discussed, we had a large sample size and non-normal data, hence the significant chi-square value is not unexpected. The RMSEA value is slightly above the recommended cut off of .08, but was deemed sufficient to continue with analysis of the theoretical model. All other model fit statistics (i.e., CFI, TLI, NFI and AGFI) met the recommended cut-off values as discussed previously. We will now present and discuss the hypotheses testing results as seen in table 5.12 and figure 5.3.

Religious Experiment Model Fit Statistics	
Statistic	**Result**
Chi-Square	6749.957 (p<.001)
RMSEA	.109
CFI	.955
TLI	.953
NFI	.953
AGFI	.985

Table 5.11: Fit Statistics for Religious Experiment

#	Hypotheses Religious Experiment	z-Value	S.E.	Support
H1	Religious identity cues of the applicant influence Identification that the rater feels toward the group of the applicant.	6.848	.074	.505, p<.001
H2	Religious identity cues of the applicant influence Disidentification that the rater feels toward the group of the applicant.	-2.836	.072	-.204, p<.05
H3	Religious identity cues of the applicant will influence Perceived Similarity on the part of the rater toward the applicant.	-.473	.379	Not supported
H4	Signal Strength will moderate levels of Perceived Similarity of the rater to the job applicant.	N\A	N\A	Not supported
H5	Signal strength as perceived by the rater will moderate Identification with the group of the job applicant.	N\A	N\A	Not supported
H6	Signal strength as perceived by the rater will moderate Disidentification with the group of the job applicant.	N\A	N\A	Not supported
H7	Identification with the group of the job applicant will positively influence Perceived Similarity by the rater.	1.268	.205	Not supported
H8	Disidentification with the group of the job applicant will negatively influence Perceived Similarity by the rater.	-1.228	.219	Not supported
H9	Perceived Similarity by the rater influences Liking of the applicant.	1.288	.265	Not supported

H10	Liking of the applicant by the rater will positively influence assessment of Task Performance.	7.217	.051	.369, p<.001
H11	Liking of the applicant by the rater will positively influence assessment of Organizational Citizenship.	6.867	.044	.300, p<.001
H12	Liking of the applicant by the rater will negatively influence assessment of Counterproductive Work Behaviors.	-7.272	.051	-.316, p<.001
H13	Liking of the applicant by the rater will negatively influence assessment of Social Media Deviance.	-7.756	.045	-.347, p<.001
H14	Individuating Information will positively influence the assessment of Task Performance by the rater.	-1.509	.081	Not supported
H15	Individuating Information will positively influence the assessment of Organizational Citizenship by the rater.	-1.612	.077	Not supported
H16	Individuating Information will negatively influence the assessment of Counterproductive Work Behavior by the rater.	2.520	.074	.186, p<.05
H17	Individuating Information will negatively influence the assessment of Social Media Deviance by the rater.	2.105	.073	.154, p<.05

Table 5.12 Hypotheses Report for Religious Experiment

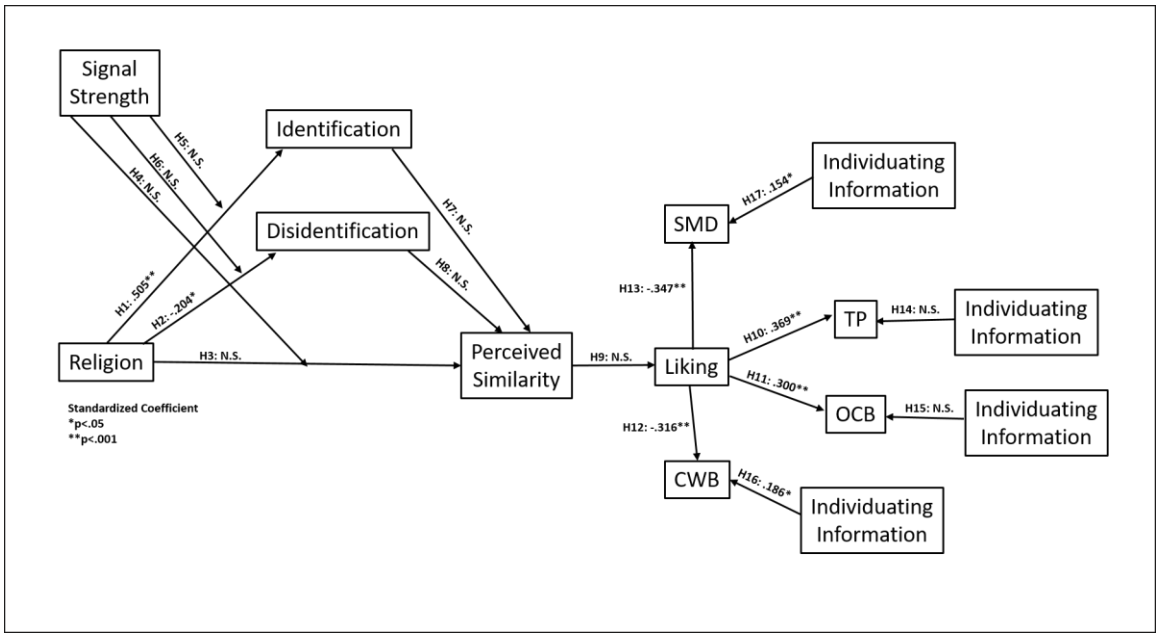

Figure 5.3: Religion Theoretical Model

Prior to discussing the hypotheses testing results of the religious experiment, it should be noted that the demographic sample was highly skewed in regard to Christian respondents. As can be seen in the demographics for participants in this experiment,

78.17% identified as Christian, while only .40% (1 individual) identified as Muslim. In light of these demographics, it makes sense that many of the hypotheses were not supported in this experiment. This will be further elaborated on when discussing the limitations of this study.

Hypotheses 1 and 2 were both supported. Religious identity cues of the applicant influenced Identification (H1) and Disidentification (H2) with the religious group of the applicant. Hypotheses H3 through H9 were not supported. In this experiment, religious identity cues did not affect Perceived Similarity (H3). Signal Strength had no moderation effects for Perceived Similarity (H4), Identification (H5), or Disidentification (H6). Neither Identification (H7) nor Disidentification (H8) had an effect on Perceived Similarity. Additionally, there was no support for the Perceived Similarity to Liking (H9) relationship. The link from Perceived Similarity to Liking is well established in the literature. The lack of support for the relationship in this experiment is likely an artifact of the skewed demographics in regard to religion.

Hypotheses H10 through H13 were supported. Liking of the applicant positively influenced evaluations of Task Performance (H10) and Organizational Citizenship (H11), while negatively influencing evaluations of Counterproductive Work Behavior (H12) and Social Media Deviance (H13). In other words, Liking of the applicant by the rater resulted in evaluations of increased positive behaviors (Task Performance and Organizational Citizenship) and decreased negative behaviors (Counterproductive Work Behavior and Social Media Deviance).

Hypotheses 14 through 17 hypothesized effects of Individuating Information on the components of the Hireability evaluations. Interestingly, in this experiment, the positive effect on Task Performance (H14) and Organizational Citizenship (H15) were not supported, while the effect on both Counterproductive Work Behavior (H16) and Social Media Deviance (H17) were supported in the opposite direction. In other words, Individuating Information increased evaluations of negative behaviors, while having no effect on evaluations of positive behaviors. This unusual finding may be an artifact of the skewed demographics of the respondents in this experiment. The experiment examined Christian and Muslim religions and Muslim's were extremely underrepresented (.40% v. 78.17%) in the demographics of the respondents. Alternatively, it may be an indication that we ignore Individuating Information for those of another faith. This will be discussed in more depth in the following chapter.

Having reported the results of the Exploratory Factor Analysis, Confirmatory Factor Analysis, Fit Statistics, and hypotheses testing of both the political and religious experiments we will now move forward with a discussion of the implications and limitations of these studies.

CHAPTER 6

DISCUSSION, IMPLICATIONS, AND CONCLUSION

This dissertation examined the effects of political and religious signaling, over the social media platform Facebook, on the outcomes of hireability evaluations. In Chapter 1 we explored the rise of the use of social media as a screening tool and showed that Facebook is an international platform that has, by far, the largest user base. In Chapter 2 we presented an in-depth literature review of not only the theories used to create our model, but of the wide variety of problems that arise from using social media for applicant screening. We presented federal laws that protect job applicants and the features of social media that can easily allow employers to unintentionally run afoul of these laws; two court cases were presented that exemplify some of the difficulties employers now face when using social media as a tool for screening applicants. In Chapter 2 we also introduced Signaling Theory (Spence, 1973) and how it can be applied in the era of social media. Specifically, how the signaling environment, as first elaborated by Spence (1973) has diverged from what was essentially a single environment low in media richness (Daft & Lengel, 1986) to garner an interview (that of a resume) to multiple environments (resume and social media) to earn that same interview. We also illustrated how social media is high in media richness and may exceed the information processing abilities of hiring managers, thus forcing them to rely on the cues most salient to them, even if those cues lack job relevance. Additionally we explored the Similarity-Attraction Paradigm (Goldberg, 2005), distinguishing between surface level and deep level similarities, and we illustrated the link between the Similarity-Attraction Paradigm

and Social Identity Theory. We also provided an in-depth analysis of political and religious identities; these are both highly salient identities which are considered deep level (i.e., shared values and not surface level demographics). We also introduced a new construct, Social Media Deviance, and elaborated on what differentiates this type of behavior from other work related deviant behaviors.

In Chapter 3 we presented our theoretical model, defined each construct within the model, and provided the logic for each of our hypotheses. In Chapter 4 we detailed the experimental design, including an in-depth discussion of how Signal Strength was calibrated. We discussed the creation of the mock Facebook profiles and provided representative examples. We also detailed the methodology behind writing both realistic job descriptions and resumes, discussed the creation of the survey instrument and went step by step through the experimental process. In Chapter 5 we presented the results of the experiments, including factor analysis, item loadings, and model fit statistics. We also discussed common method bias and how we controlled for it both methodologically and statistically. We concluded Chapter 5 with a presentation and discussion of the outcome of the hypotheses for both of our theoretical models. In this chapter we will discuss the findings of these studies and the implications for practice, and future research. We will conclude this chapter with a discussion of limitations germane to this research.

The studies in this dissertation looked at Signal Strength (of political views or religion) and their affects on hireability evaluations. Respondents were shown, at random, first the political condition (of either strong or weak signal strength) followed by the religious condition. The political views were either liberal or conservative. The religion

was either Christian or Muslim. After viewing the job description, resume, and profile, respondents were asked a series of questions regarding the fictitious applicant. Upon completion of both studies, the respondent was asked standard demographic questions (e.g., gender, age, education level). For analysis, matching variables were created based on the respondent's self reported political views and religion. The hypotheses in the theoretical model were then tested using R (version 3.2.2 on Windows platform). In keeping with the general format of this dissertation, we will first present the discussion and implications of the political experiment, followed by that of the religious experiment.

Political Experiment Discussion and Implications

This research found that political views influence Perceived Similarity via mediation of the constructs of Identification and Disidentification (i.e., a direct affect of political view to Perceived Similarity was not supported in the theoretical model) in a social media environment. As per the discussion in Chapter 2, political identity is a deep level perceived similarity (e.g., similarity in attitudes, beliefs, and values) (Bantel & Jackson, 1989; Harrison, Price, & Bell, 1998) that would not generally be made available to recruiters in a traditional hiring environment, but which we were able to make available and possibly salient in a social media hiring environment. Both Identification and Disidentification are based on Social Identity Theory (Tajfel, 1978; Tajfel & Turner, 1979) where value is based on group membership. In other words, an individual's values are not discerned based on the individual themselves (Perceived Similarity) but upon the group to which the individual belongs via the constructs of Identification and Disidentification. It should be noted this is not multi-level analysis. The analysis remains

at the individual level, the distinction is that it is an individual (in this dissertation the rater) who reports Identification or Disidentification with the group the applicant belongs to.

In the political experiment this research found strong support for mediation of Perceived Similarity through the constructs of Identification and Disidentification. This finding is important as it indicates that social media may allow us to "tune out" an individual's job-related characteristics (i.e., individuating information) and focus more intently on their group memberships. Our findings also indicate that group membership, in terms of political views, even drowned out Individuating Information, rendering it non-significant in the hireability evaluations. This finding contrasts with Wade and Roth (2015) who found a moderating effect of Individuating Information on Facebook. That is, they found that political affiliation information was still significant even in the presence of Individuating Information. This is notable because Individuating Information often overwhelms surface diversity variables such as gender and ethnicity. Our study is particularly interesting because the political information was related to hireability judgements, but the Individuating Information was not related to them (despite a logical link from the Individuating Information to hireability judgements). So, our study is unique in that political information overwhelmed Individuating Information.

One reason for our results is that our manipulations of political views were in some cases stronger that that of Wade and Roth's (2015) manipulations. A second reason for our results may be due to differences in the experiments. They performed an experiment wherein they manipulated Individuating Information on Facebook and

LinkedIn. They manipulated Individuating Information via a "status update" whereas we manipulated it via the "about me" section. A third possibility is that we used females in our experimental manipulations and Wade and Roth (2015) carried out their study using males. Additionally, their political manipulations were at the political issue level (e.g. marijuana legalization) whereas we manipulated political views (liberal and conservative). As discussed in Chapter 2, political identity is so strong that an individual will alter not only their values (Cohen, 2003), but their belief in factual information (Unsworth and Fielding, 2014) to align with that of the party and maintain identity congruence.

As hypothesized, Liking of the applicant positively influenced the assessment of "good" behaviors and negatively influenced those of "bad" behaviors (even in the presence of extensive Individuating Information it appears political views are what remain salient in the rater's mind when performing the hireability evaluations as manifested through liking). As stated previously, Individuating Information on Facebook appears to have no effect on hireability outcomes. The fact that "Liking" of an applicant resulted in positive assessments for positive behaviors, and negative assessments for negative behaviors, supplies no evidence that these assessments are based on job relevant knowledge, skills, and abilities and may be based solely on a feeling of "Liking" the applicant. That there was a lack of significance of Individuating Information on the same constructs asked about in regard to Liking (e.g., task performance, social media deviance) provide further support that Facebook, as a hireability evaluation tool, may be based

more on the rater's "liking" of that individual than on actual job relevant information provided in the profile.

In this study it appears that respondents relied on political views in determining suitability for hiring, even in the presence of extensive Individuating Information. This would seem to support the concerns expressed by Roth, et. al., (2016) that social media screening may not focus on job-relevant knowledge, skills, and abilities thus calling into question the legality of social media hireability screenings (Brown & Vaughn, 2011). The results of this political study would seem to indicate employers should refrain from social media screening using the Facebook platform. If necessary to screen via Facebook, employers may want to take the advice of Brown and Vaughn (2011) and Davison, et al. (2011) and have multiple raters for each applicant. Additionally, these findings indicate that the multiple raters could be from across the political spectrum (i.e., have both liberal and conservative raters). If not possible to use multiple raters, employers may want to consider use of a structured social media evaluation to help reduce biases. Even with these safeguards in place, considering the ability of Facebook to "drown out" Individuating Information, it would be advisable for employers to utilize this social media platform sparingly, *if at all*, as a hireability screening tool.

It is interesting to note the number of respondents who identified as "moderate". This was not expected and indicates that future research should explore ways to "map" moderates to determine if they lean more conservative or liberal in their political views. It may even be prudent to explicitly manipulate political parties (e.g., Republican, Democrat). Such "mapping" would allow a deeper look into understanding how

hireability evaluations are being mediated through political identities. It may also be instructive to leave "moderate" out entirely as an option and instead provide choices such as "leans conservative" and "leans liberal". This would provide respondents the opportunity to avoid labeling themselves as either liberal or conservative, yet gently force them to identify their "leanings". Asking political views in this manner would allow the creation of "strong matching" and "weak matching" variables and thus potentially allow us to gain a much deeper understanding of at what point Identification or Disidentification with the group the applicant belongs to "drowns out" the actual individual themselves. Will those who identify as weak conservatives or weak liberals look more at the individual and their job relevant knowledge, skills, and abilities then those who identify as strong on these views? How will the new construct of Social Media Deviance be affected by the strength of a respondent's political views as expressed over social media? Additionally, is there a social media platform effect of Social Media Deviance (e.g., LinkedIn v. Facebook)? These are all fruitful avenues for future research regarding the study of the affects of political signals on hireability evaluations and will begin to allow us to explore the role Social Media Deviance may have across platforms and political views. We will now continue with the discussion and implications of the religious experiment.

Religious Experiment Discussion and Implications

Now that we have discussed the results and implications of the political experiment, we will continue with a discussion of the results and implications of the religious experiment. With one exception (to be discussed immediately below) the

limitations will be discussed in an inclusive section of both the political and religious experiments.

A limitation of the current religious experiment is that of 252 respondents there was only a single individual who identified as Muslim (.40%) and 197 (78.17%) who identified as Christian. The conditions of this experiment manipulated the strength of Christian and Muslim identity as presented over Facebook. While we did not have a balanced sample of Christian and Muslim respondents, this study focused on Identification, Disidentification, and Perceived Similarity. We believe the basic model is sound and that further testing is needed in additional populations before drawing inferences to other religions. Due to the underrepresentation of Muslim's in this study, many hypotheses were not supported (or could not be meaningfully tested). However, even with the underrepresentation of Muslim's in this study, we did have some hypotheses that were supported and merit discussion.

Similar to the political experiment, religious identities appear to be more salient to the respondent's that individual identities. While it was not surprising (considering the demographics) that the relationship from religion to Perceived Similarity was not found significant, both Identification and Disidentification were significant. As stated previously, these are group level identities and do not represent an individuals Knowledge, Skills, and Abilities. When factoring in that religion is a protected class in terms of hiring it should be alarming that respondents may be relying on preconceived stereotypes or biases about perceived religious beliefs in making hireability evaluations.

It is also not surprising that the relationship of Perceived Similarity to Liking did not hold even though it is foundational to the Similarity Attraction Paradigm. The explanation for this may again lie in the demographics. An overwhelming number of respondents (78.17%) identified as Christian and approximately half of the Christian's would have been put into a condition of either strong or weak Muslim. So, while they may have proceeded to "like" the applicant, the cause would not be due to "Perceived Similarity" but to some other unknown variable. Liking of the applicant did result in the expected hypotheses support in regard to measures of job performance (e.g., task performance, organizational citizenship behavior). This is an important, and welcome finding, as it implies individuals are able to overlook a person's religious identity (a protected class) and base at least part of their evaluation on other aspects of the individual's profile. Exactly what components of the profile were taken into consideration when completing the evaluation was beyond the scope of this study yet remains a promising avenue for future research.

The results for the religious experiment get very interesting when we examine Individuating Information. Two of the four hypotheses were supported, but in the opposite direction. In this study Individuating Information positively influenced the assessment of both Counterproductive Work Behavior and Social Media Deviance. It is unclear if this result is due to the demographics of the respondents or if there is truly something going on in regard to religion and Individuating Information. It is possible respondents understood religion to be a protected class and were hence reluctant to provide lower ratings in the presence of Individuating Information.

These results also indicate the importance of drawing additional pools of respondents as this study is generalized to Christians. Future studies on religion will need to carefully consider recruitment of respondents from additional religions and in different contexts. Future work that sheds light on how non-Christian participants respond to viewing posts that cue feelings of Perceived Similarity, Identification, and Disidentification and their implications for hireability assessments could inform understanding of biases tied to selection and other personnel decisions in organizations. Therefore, it would be useful to probe our results not only in non-Christian populations but also with a broader range of dependent variables.

Limitations

As with all research these experiments do not come without limitations. At least one limitation was discussed regarding the religious study. In terms of religion, this study did not have a representative sample of the religions being studied (i.e., too little variance). Having a single Muslim in a study that examines the Christian and Muslim religions is an obvious limitation and future studies will need to take steps to mitigate this extreme demographic skew.

This study was conducted at a major university in the southeast and consisted of mostly undergraduate students who were used as proxies for hiring managers. The vast majority of respondents had neither experience in interviewing job applicants nor were they trained in using social media to evaluate job applicants. Ideally, future studies can not only include a more diverse population, but target individuals who have had professional training in the evaluation of social media for screening job applicants.

While great care was taken to calibrate the strength of both political and religious postings, it appears the political calibration of the weak condition was perhaps too weak. Answers to the manipulation check question "Was this person political?" were "yes," "no", and "did not notice". Upon reexamination of the weak political condition, the wide variety in answers made sense, and all were correct. This was perhaps even a confound of having a good weak condition. By design, the weak condition was ambiguous, and in retrospect, the meme used could have been deemed "political" by respondents with a higher degree of political salient identity, and "not political" by those lacking a strong political identity. So all answers to this manipulation check, "yes", "no", and "did not notice" could be deemed as correct. Future work may require a control variable on political identity to allow investigation of the degree to which the manipulation check responses covary with the experimental conditions of "strong" and "weak" political identity signaling. Hence it was decided to retain all responses in the political experiment.

For the religious experiment, the cue of religion was much stronger, even in the weak condition, and thus respondents were able to identify the person as being religious. In the strong condition respondents could both identify the person as religious and what religion they identified as. However, as with the weak political condition, in the weak religious condition, respondents could not identify which religion the person identified as. This again was perhaps a confound of having a good manipulation for a weak condition. The only way to identify the religion of the applicant was to notice from which group the meme had been shared. For the religious condition, responses were removed

for those who indicated the person was not religious, and for those who could not identify the religion in the strong condition.

By design the weak condition in both studies made it somewhat difficult to determine the political and religious views of the applicant. For future studies involving signal strength, while I would not recommend increasing the strength of the weak signal, I would recommend displaying the profile to respondents at regular intervals during the experiment. In this experiment, they were only shown the profile one time, just prior to the beginning of the survey questions. It would also increase external validity to be able to view the profile, as needed, throughout the survey. There is also the possibility of a sequencing effect on respondent's ability to answer the religious manipulation checks. As discussed in the experimental methodology, the political experiment was shown first, followed by the religious. Should a future study use both of these experiments, it might be prudent to randomize the order of the experiments, or randomize the presentation of the conditions across experiments.

Future Research

While some areas for future research have been "peppered" throughout this chapter, no dissertation would be complete without including a section dedicated to this topic.

This research opens the door to a plethora of future pathways for social media hireability evaluation studies. First is the refinement and further development of the new construct of Social Media Deviance. The construct is conceptually different then Counterproductive Work Behavior and it should be determined exactly where this new

construct fits in the literature and hence when it might serve us better in studies then Counterproductive Work Behavior. Understanding Social Media Deviance increases in importance as we become a more connected world via social media. It is especially important because while people may behave and control their actions in a professional manner while at work, they may be less inhibited in a social setting. Counterproductive Work Behavior occurs at the site of employment. With the trend toward working from home and telecommuting Social Media Deviance may be more relevant under those conditions then Counterproductive Work Behavior.

Future studies regarding politics and hireability evaluations could remove the option for respondents to identify as moderates. By changing "moderate" to "leans conservative" and "leans republican" we may be able to better understand the phenomena of group level Identification and Disidentification that has proven to be significant in both of the studies in this dissertation.

It has been recommended that screening social media should be done in a structured manner (if done at all). What does this look like? How do we create structured social media hireability evaluations? Research into best practices for creating and validating instruments that practitioner's can use would assist both researchers in creating and designing our studies and provide practitioner's with "best practice" recommendations based on empirical evidence.

This study utilized only female "applicants", future studies could examine differences in responses to different genders. This may be an especially rich area for research in light of the different findings when exposed to female applicants as opposed

to male (Wade and Roth, 2015). This study examined an entry level position, it would be interesting to study the effects of higher level positions (i.e., experienced manager position). Another avenue for research would be to examine the effects of how long the position has been open. Are recruiters willing to overlook lapses in social media "etiquette" if they are trying to fill a position that has been open for a long period of time?

In conclusion, these studies contribute to the field of MIS research by development of a new construct, Social Media Deviance, which is unique to MIS and lies clearly within its domain. Secondly, we broaden the idea of Signaling Theory to include MIS in a new and relevant way. Third, we show that revealing deep-level similarities, via social media, impacts hireability evaluations. Finally, we illustrate how Social Identity Theory can be explored using the Similarity Attraction Paradigm.

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APPENDICES

Appendix A

Mock Facebook Profiles

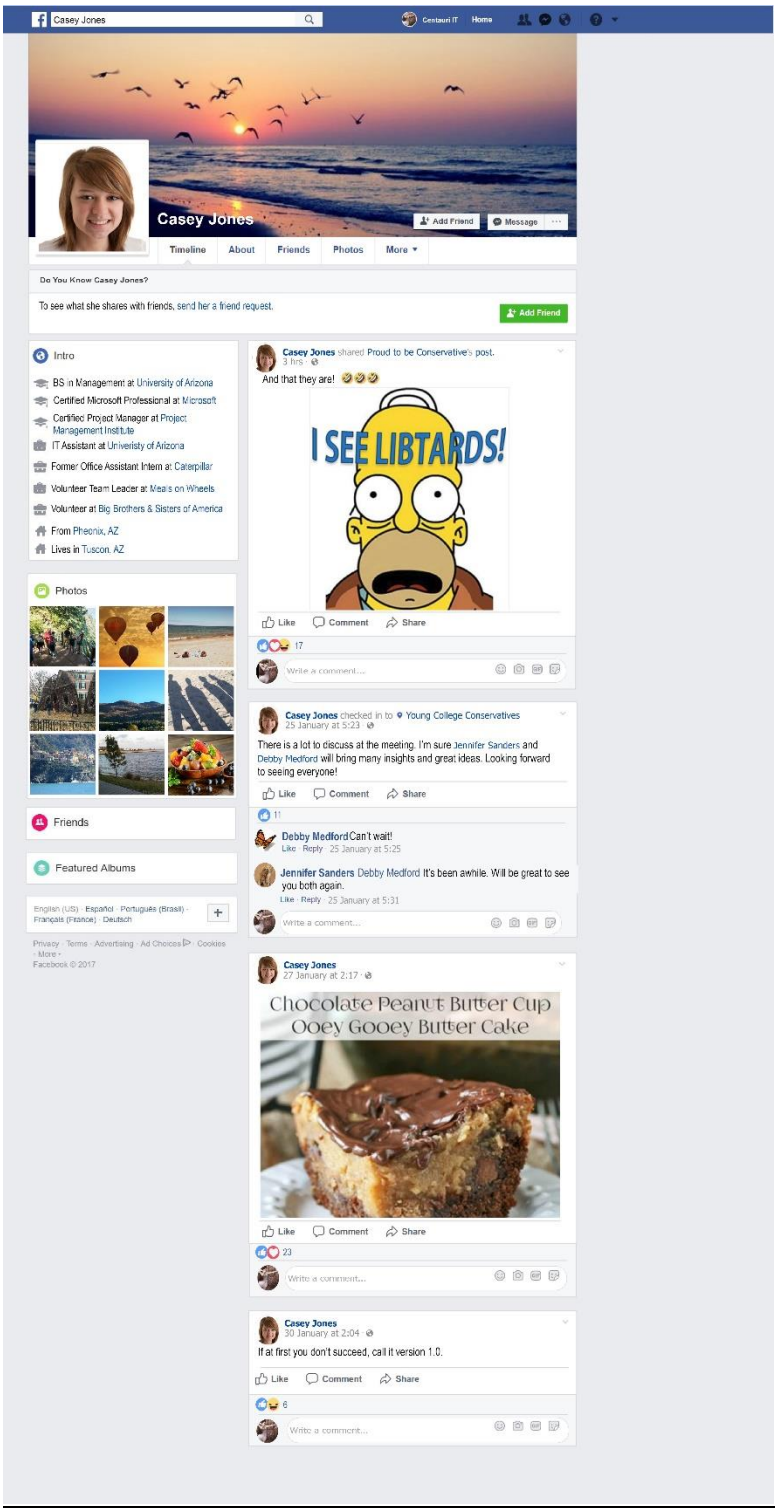
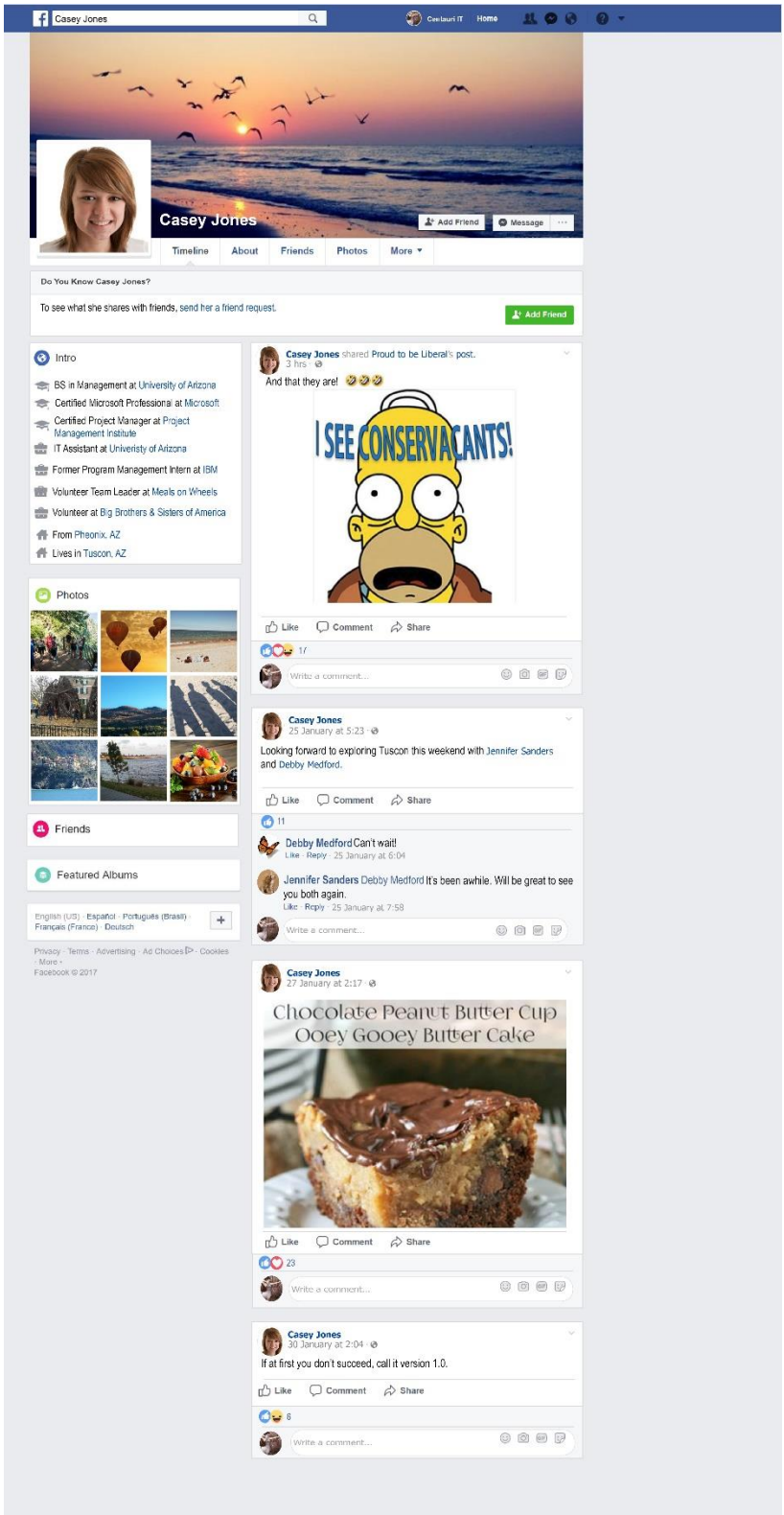


Figure A-1: Strong Conservative with High Individuating Information



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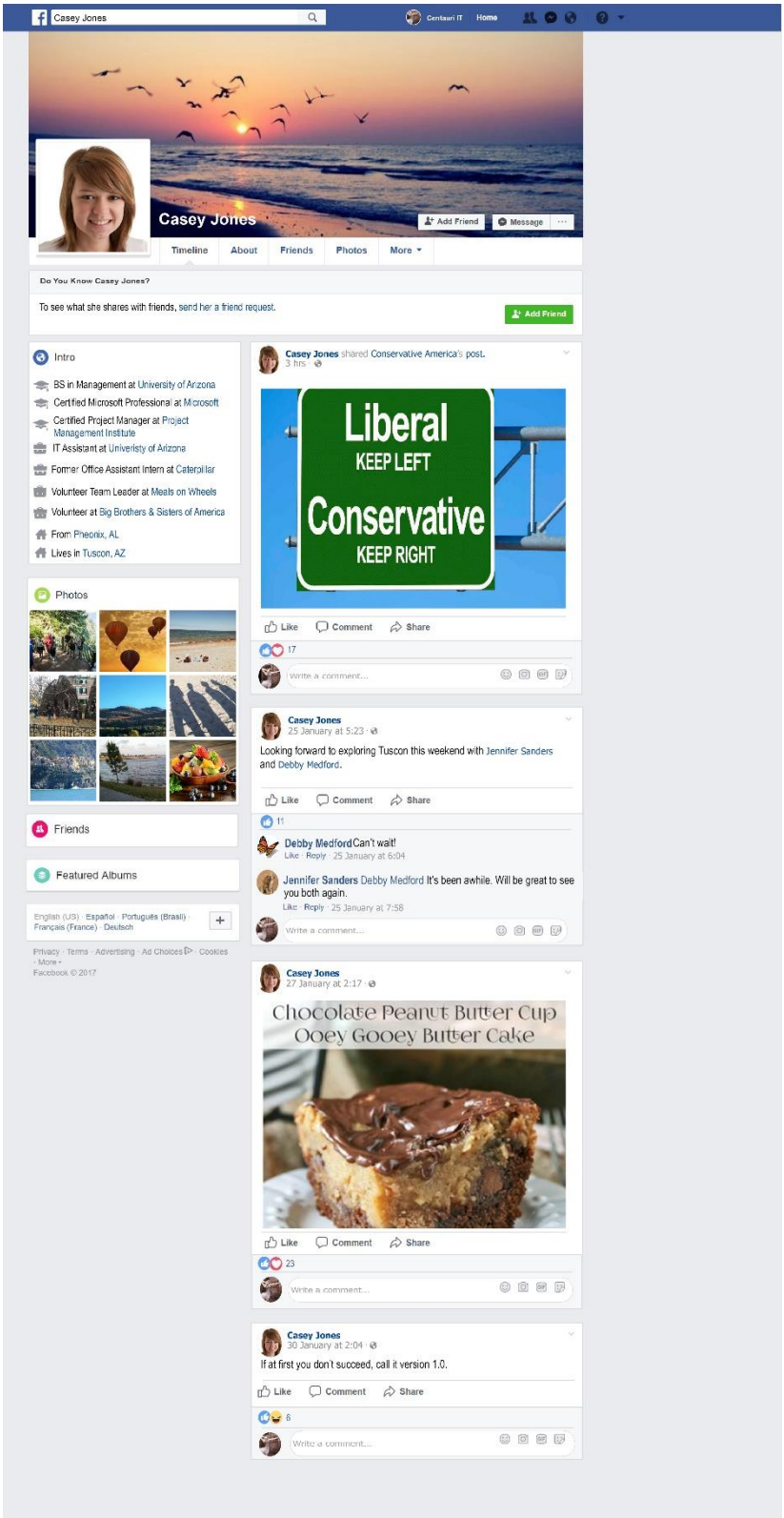
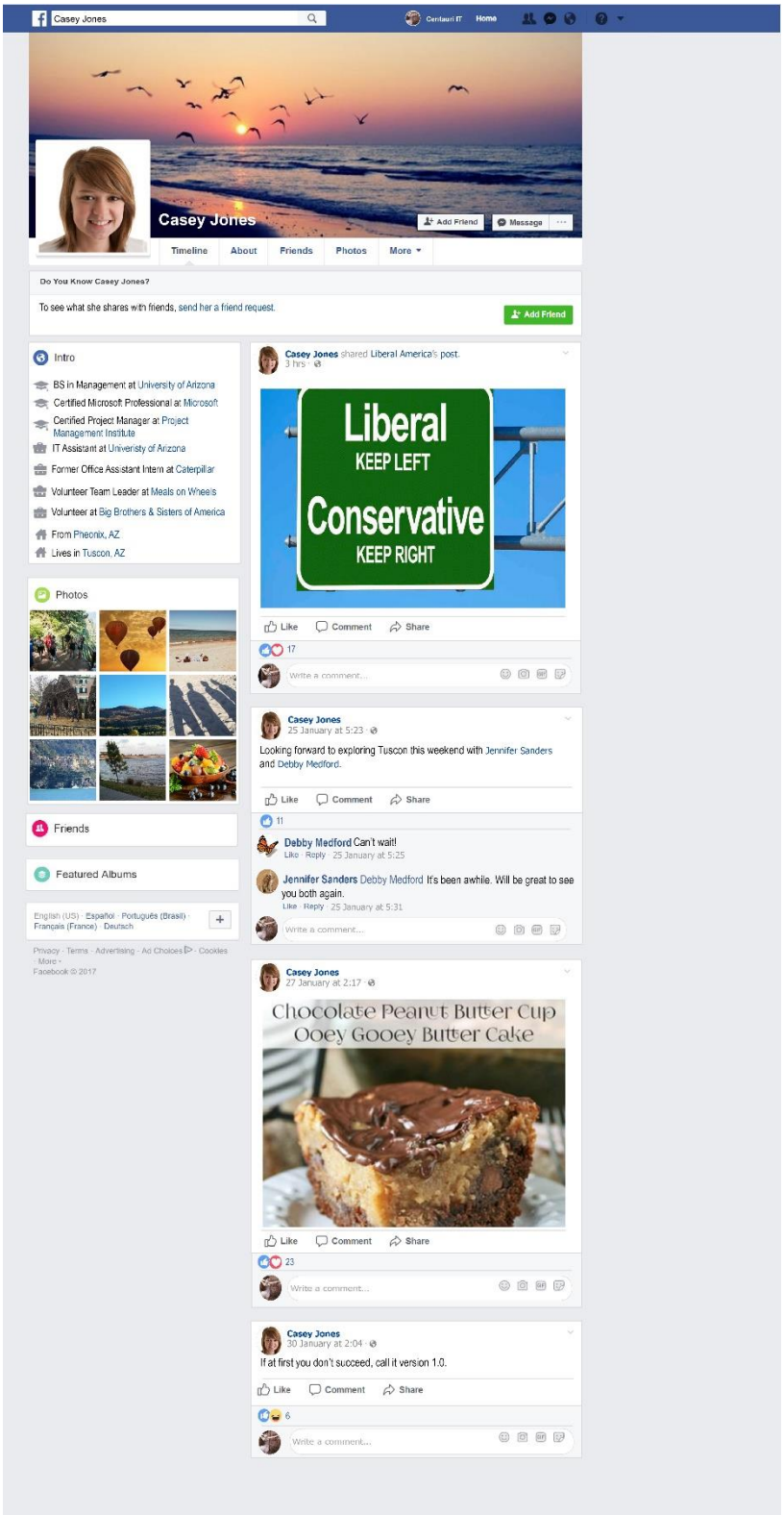


Figure A-3: Weak Conservative with High Individuating Information



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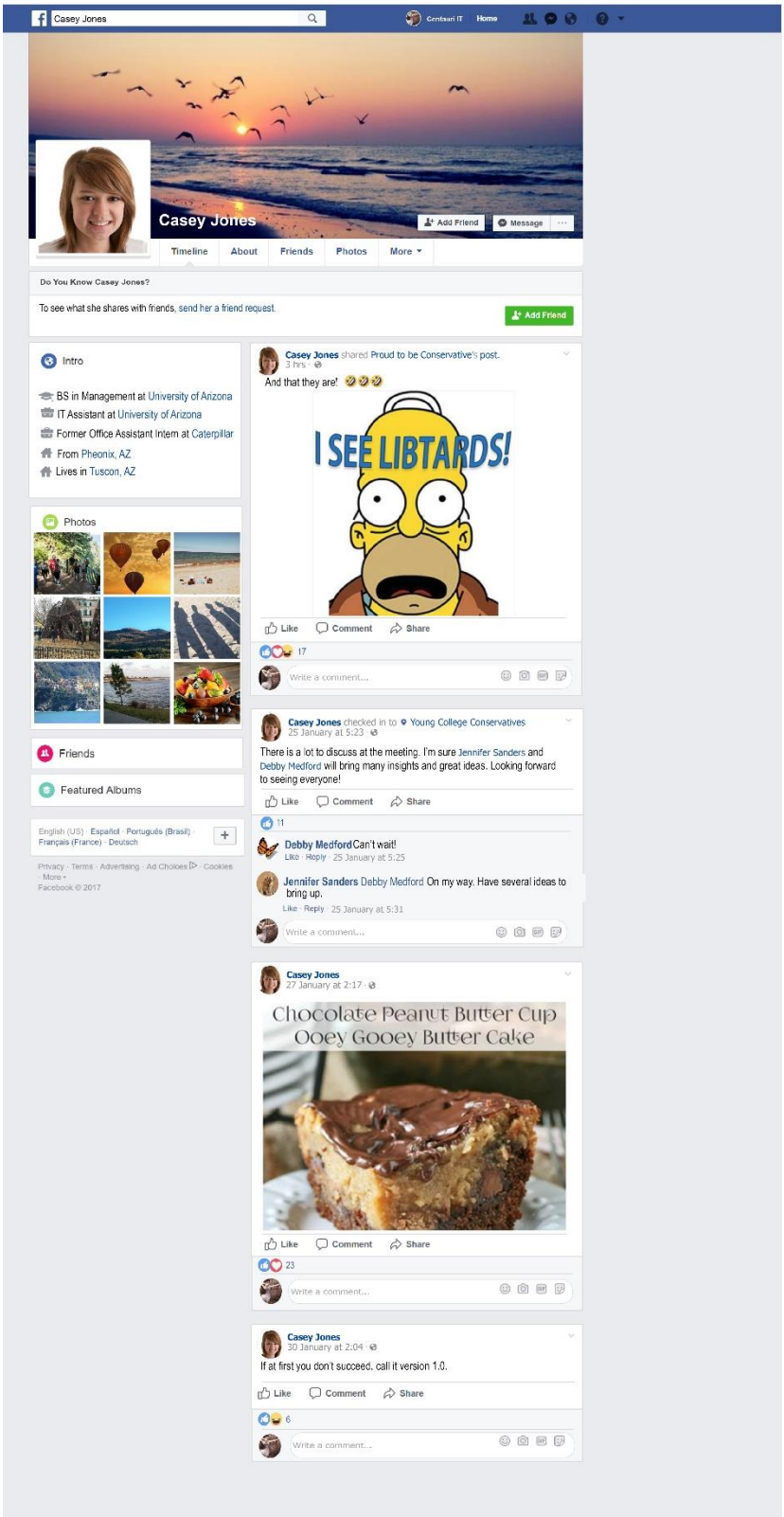

Figure A-5: Strong Conservative with Low Individuating Information

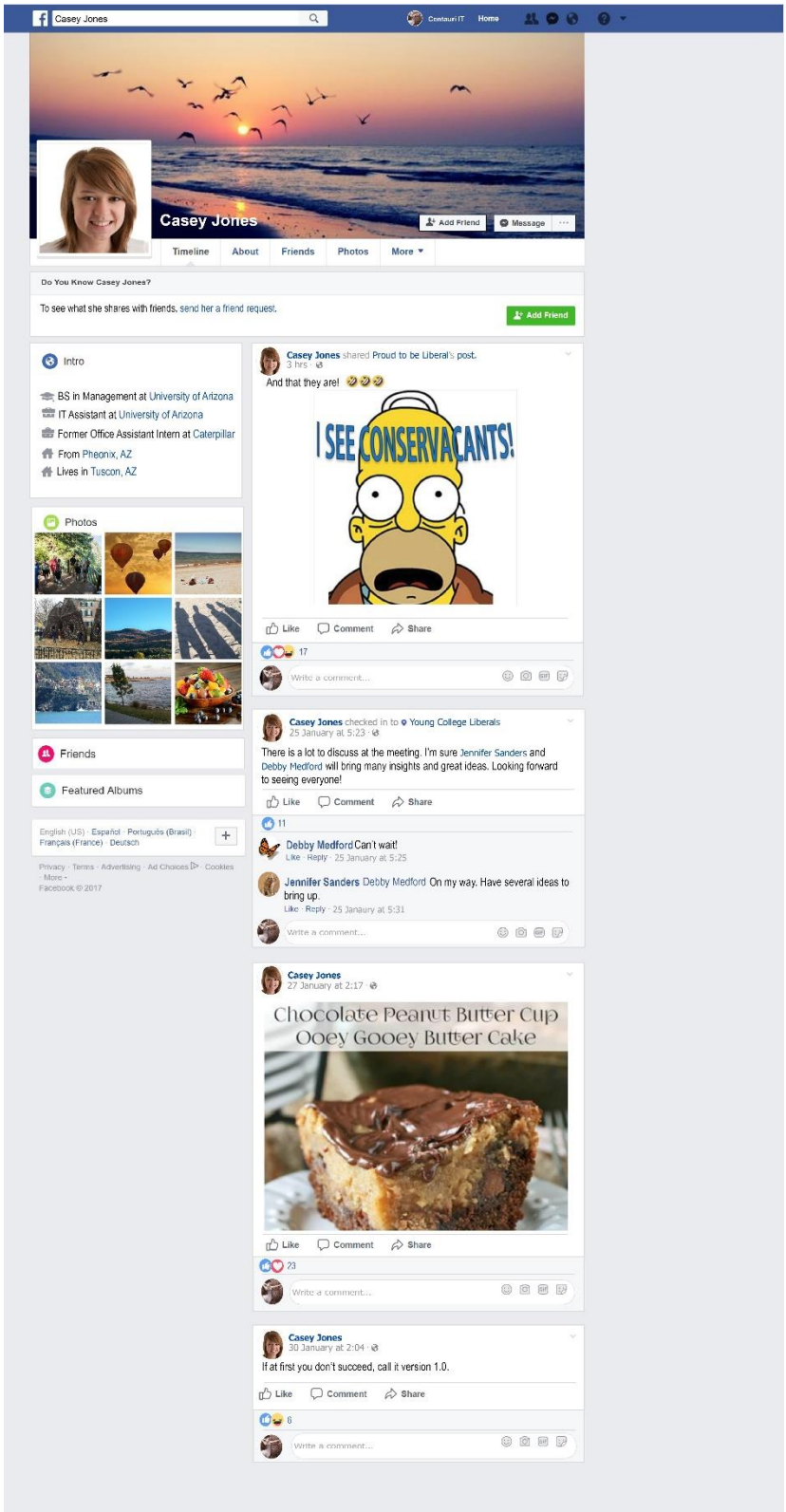

Figure A-6: Strong Liberal with Low Individuating Information

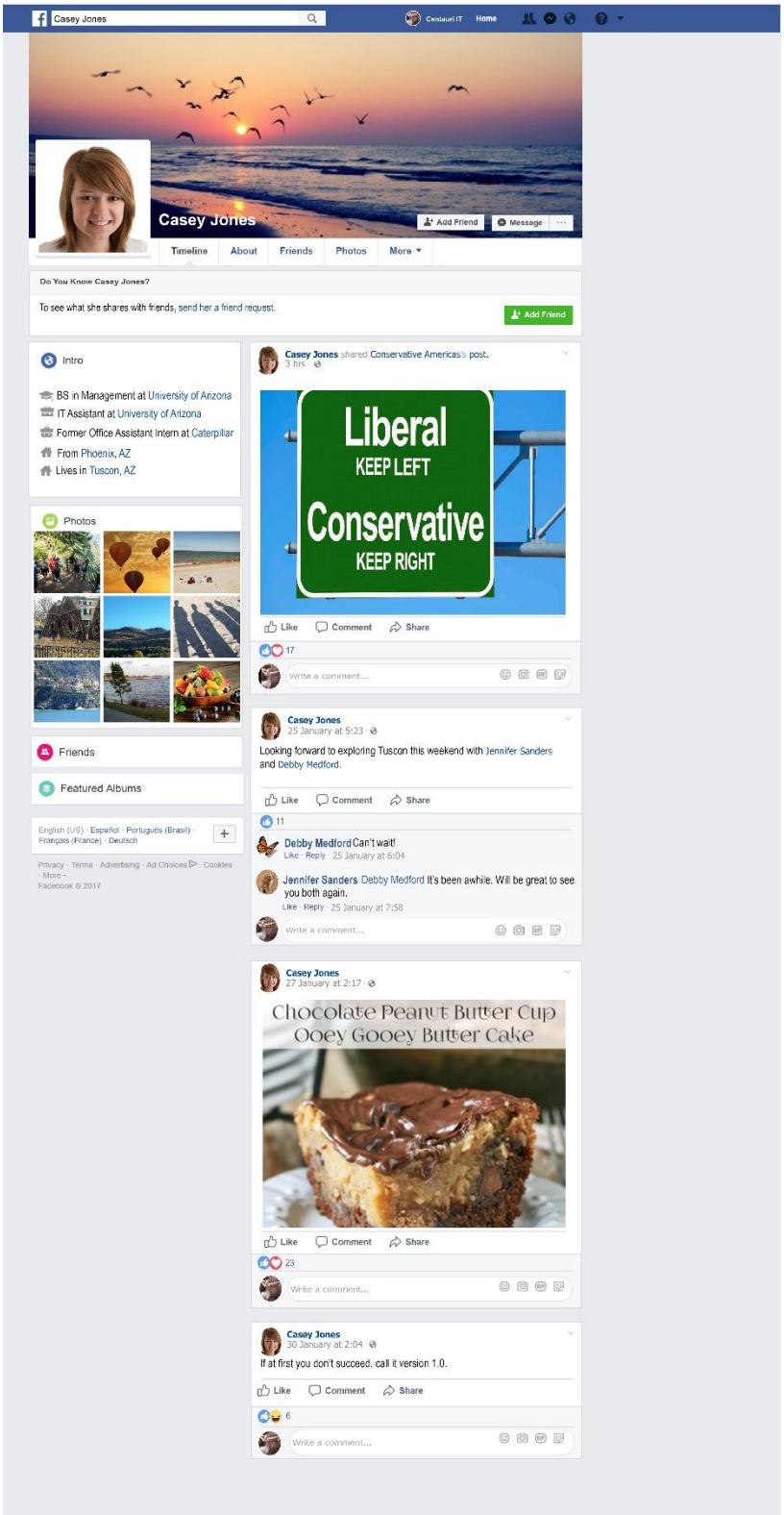

Figure A-7: Weak Conservative with Low Individuating Information

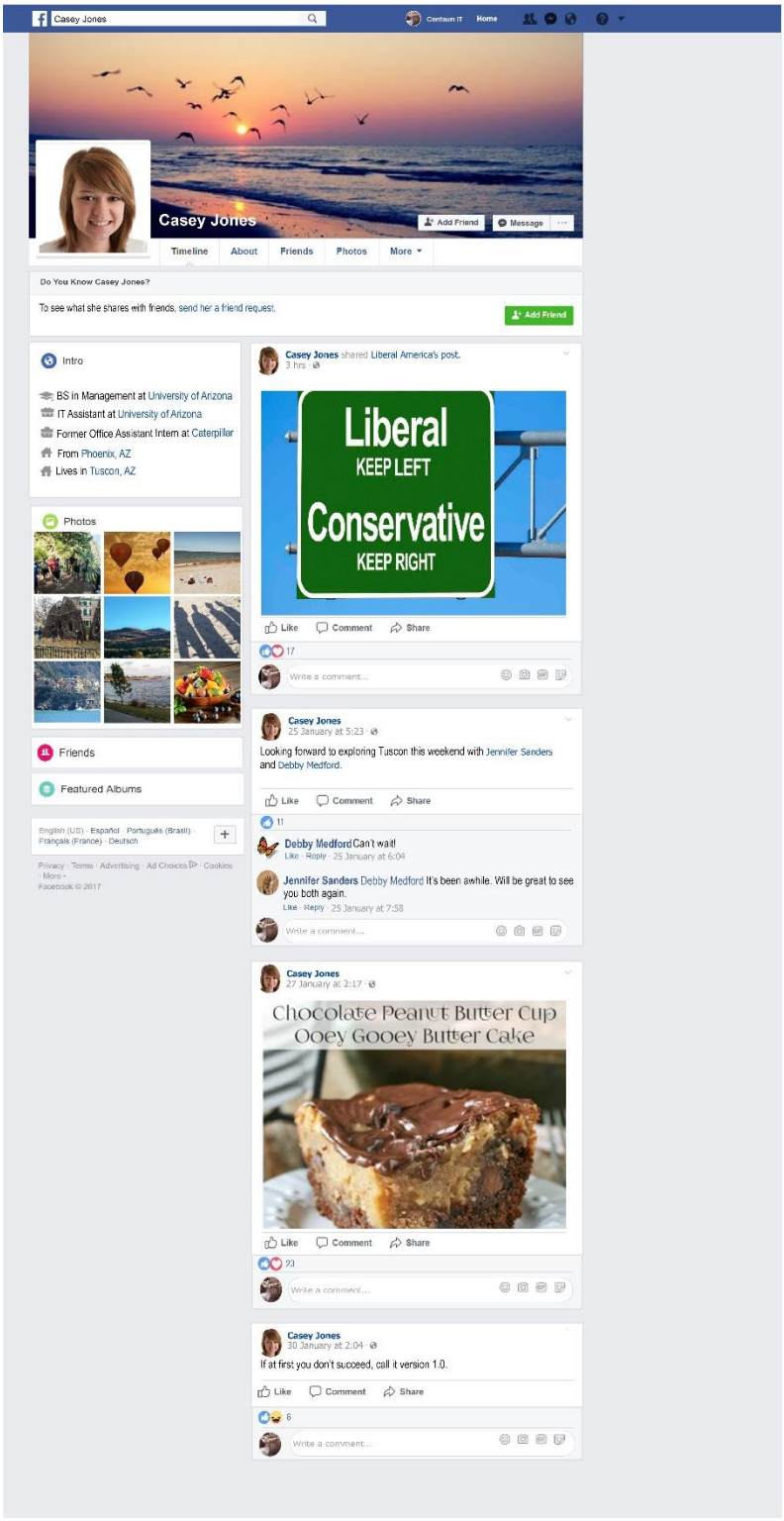

Figure A-8: Weak Liberal with Low Individuating Information

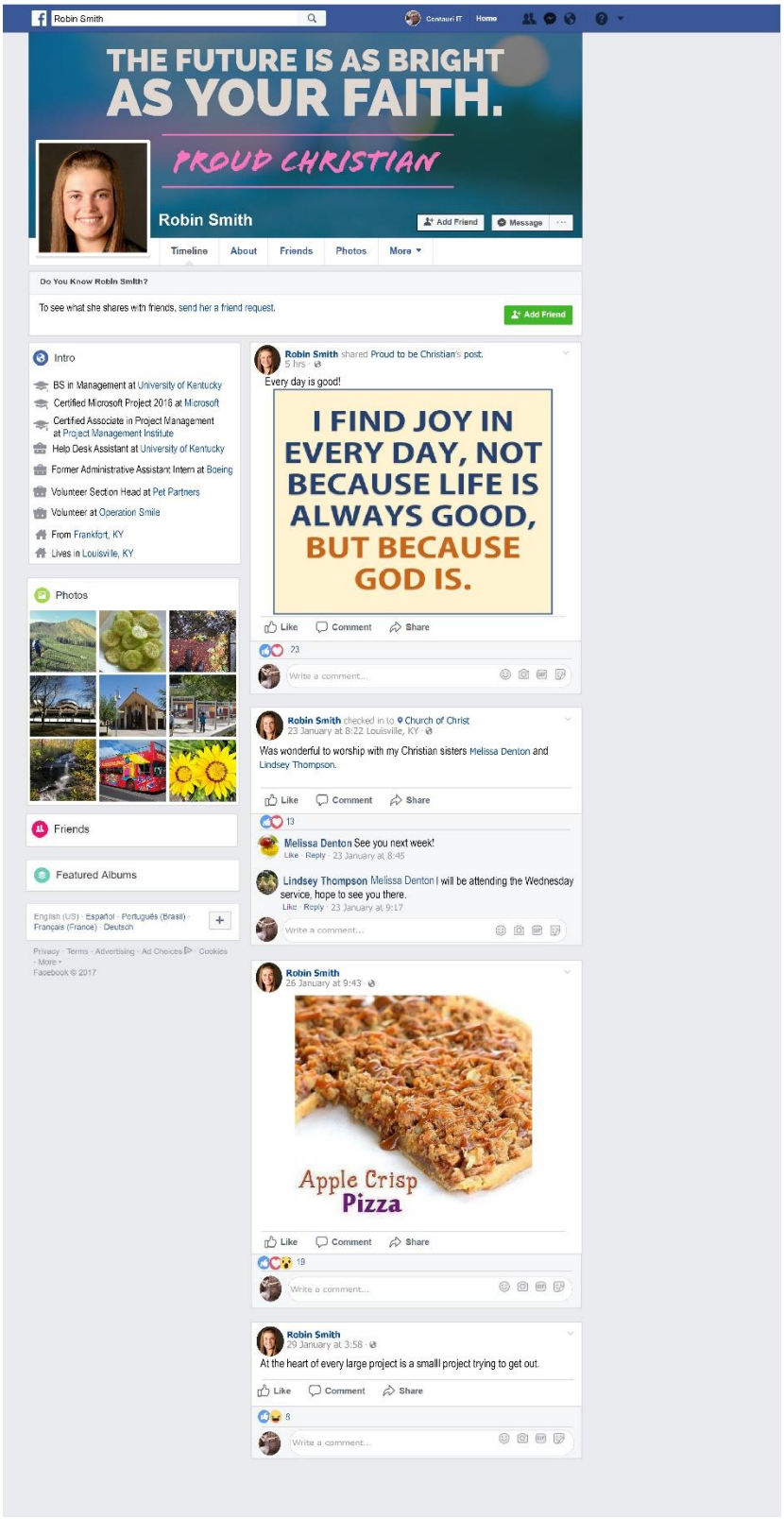

Figure A-9: Strong Christian with High Individuating Information

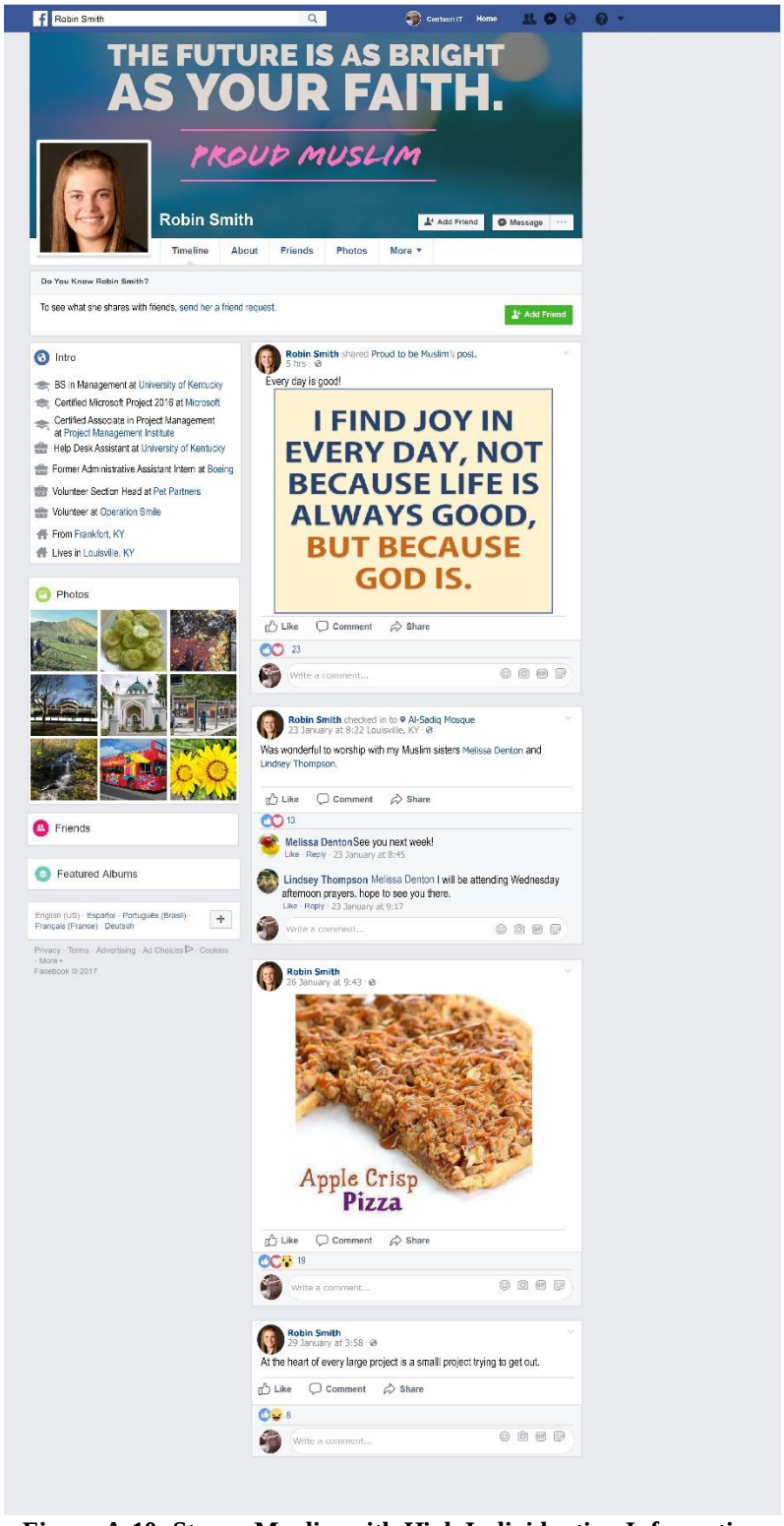

Figure A-10: Strong Muslim with High Individuating Information

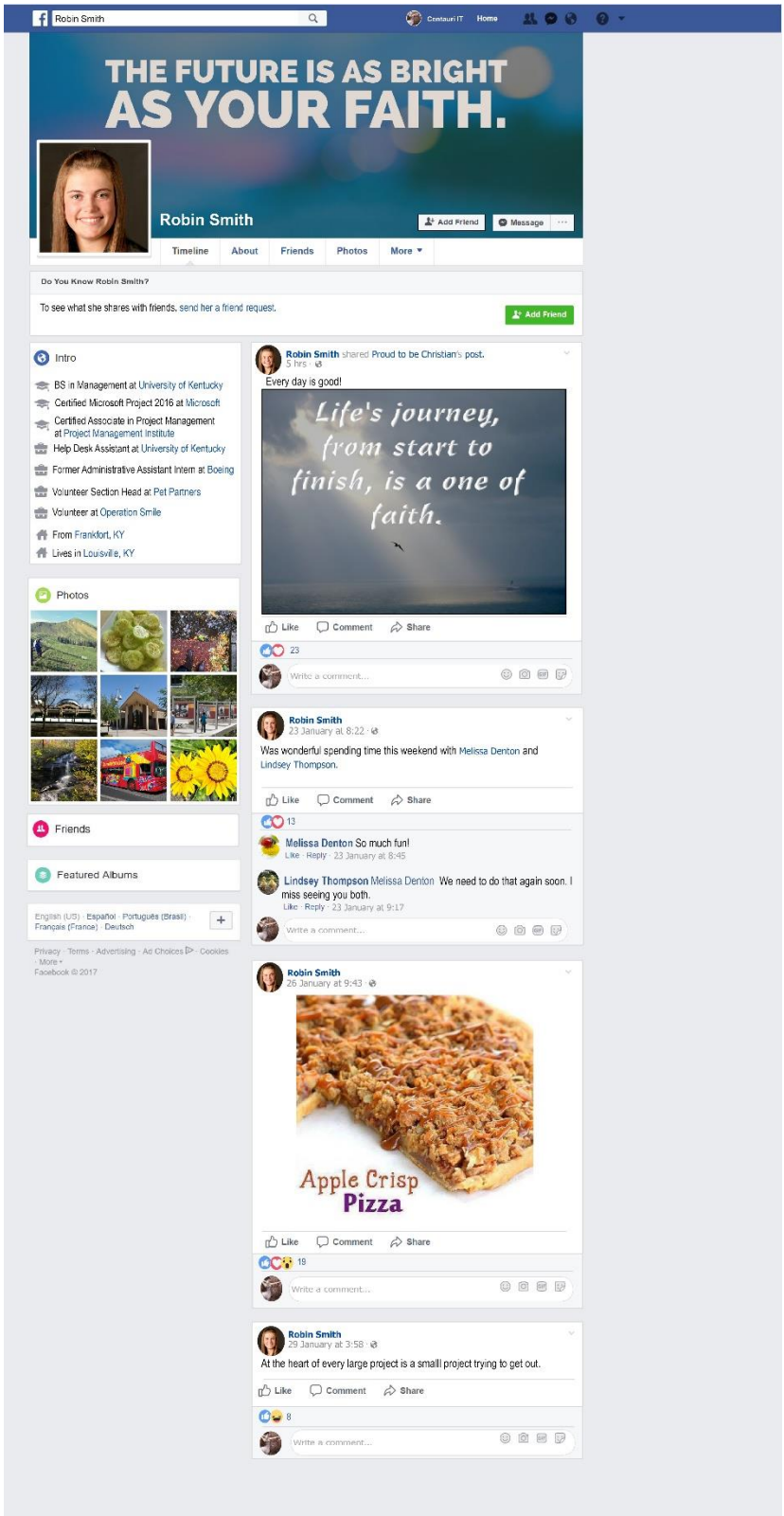

Figure A-11: Weak Christian with High Individuating Information

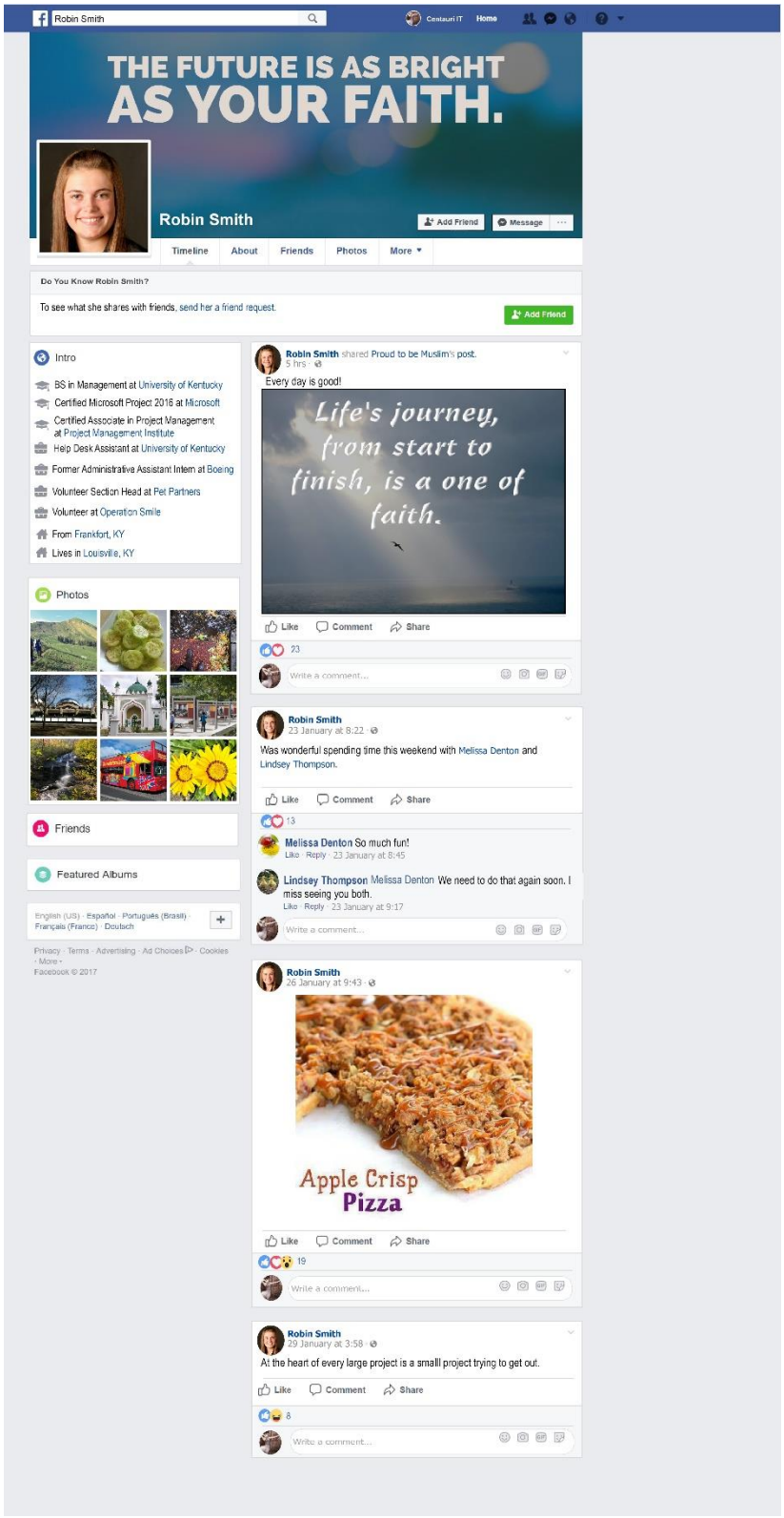

Figure A-12: Weak Muslim with High Individuating Information

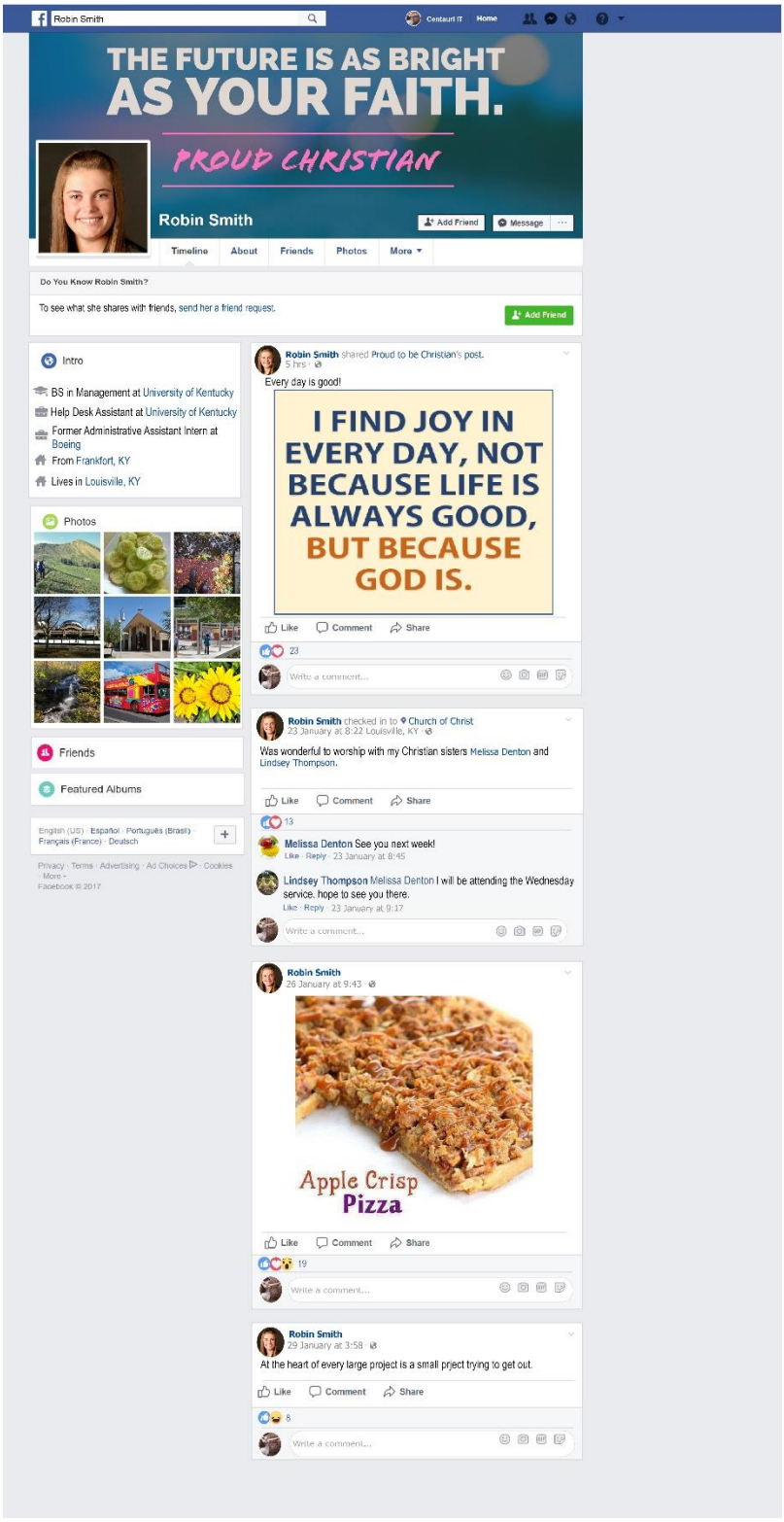

Figure A-13: Strong Christian with Low Individuating Information

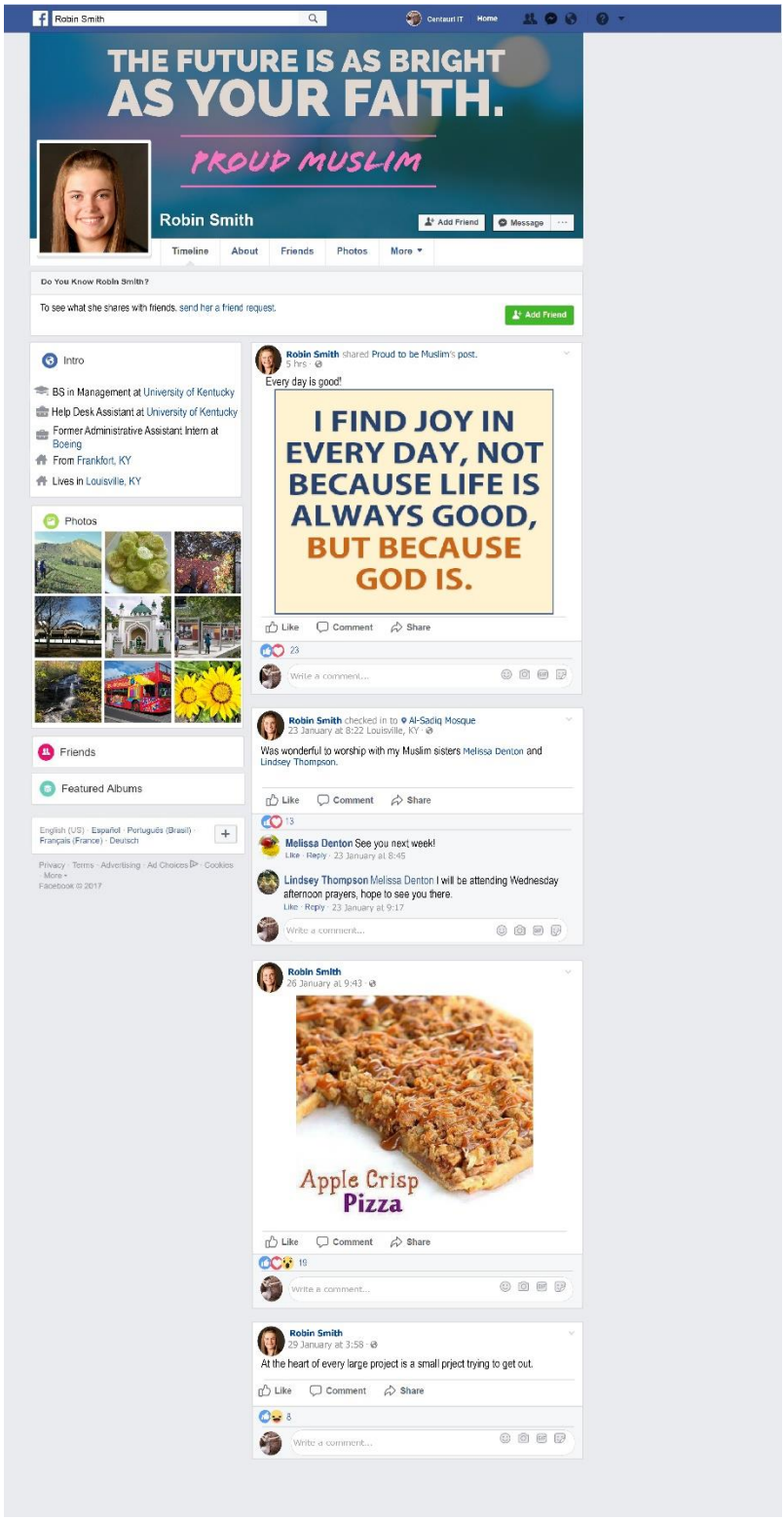

Figure A-14: Strong Muslim with Low Individuating Information

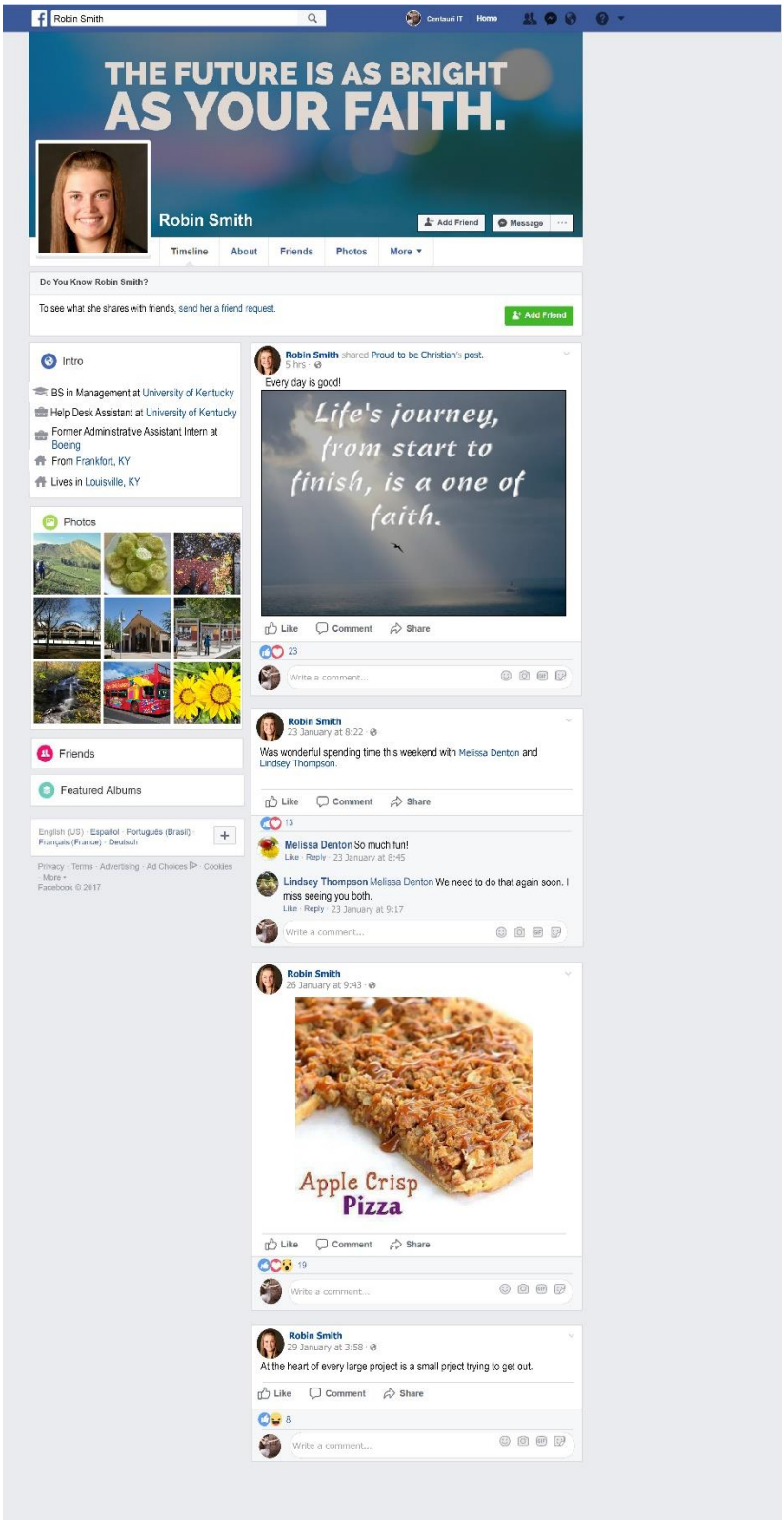

Figure A-15: Weak Christian with Low Individuating Information

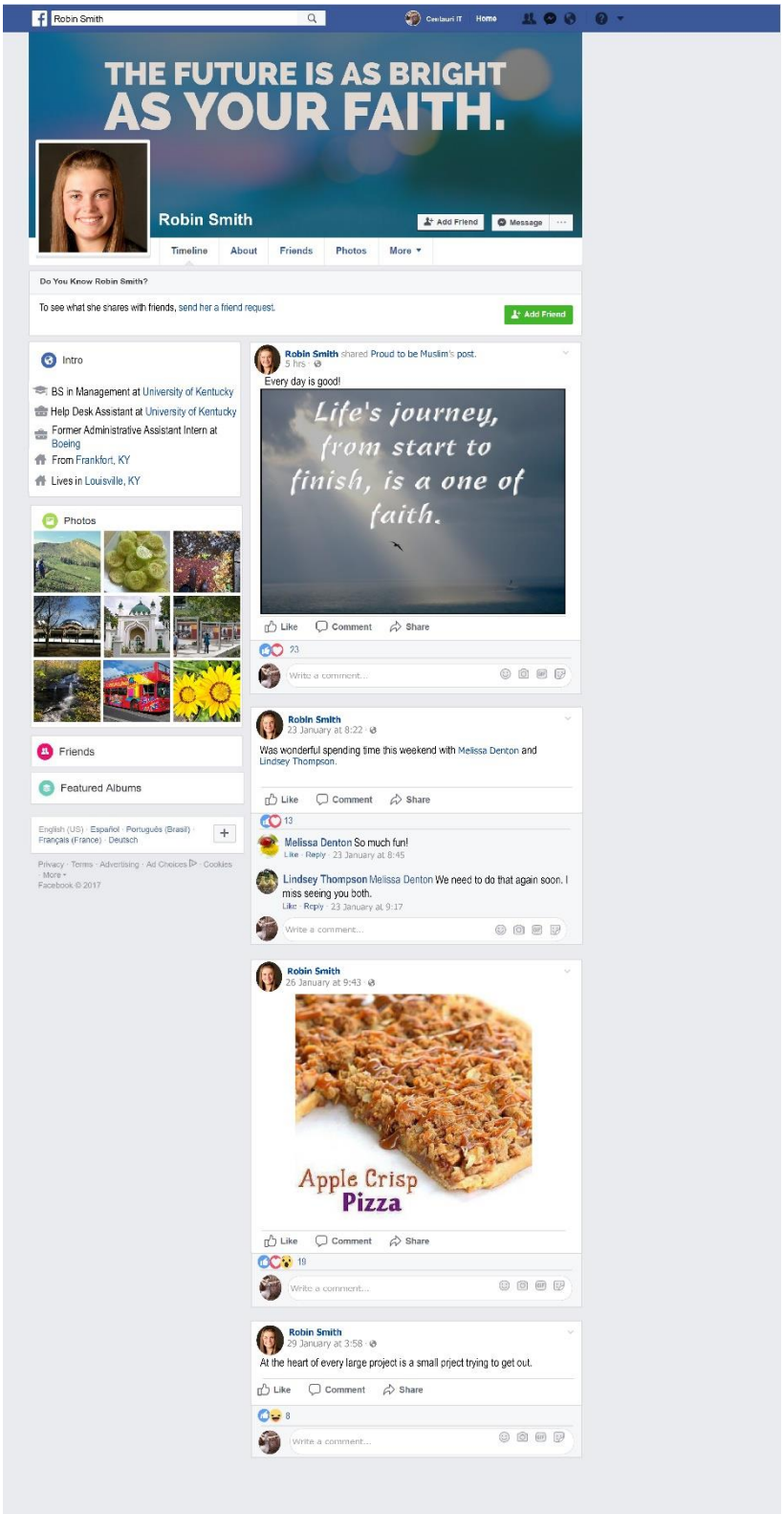

Figure A-16: Weak Muslim with Low Individuating Information

Appendix B

Informed Consent

Information about Being in a Research Study
Clemson University

Social Media and Hiring

Jason Thatcher, Phil Roth and Marie Esposito are inviting you to take part in a research study. Phil and Jason are professors at Clemson University and Marie is a PhD candidate there.

The purpose of this research is to examine the role of social media information in hiring decisions. We ask you to look at two Facebook pages and tell us some of your reactions to them. The study will take 25 to 30 minutes.
We think you will find the study interesting and do not see any risks or discomfort from viewing Facebook information. You might find it interesting to consider the use of Facebook pages in the hiring process and we hope to learn how people react to them.

We offer extra credit to thank you for your participation. If you are uncomfortable viewing Facebook pages, you may elect to summarize a research article in the area of this class to obtain extra credit.

We are not interested in any one particular person's reaction to the Facebook pages. Instead, we will only report data aggregated across all participants. As such, we will do everything we can to protect your privacy and confidentiality. We will not tell anybody outside of the research team that you were in this study or what information we collected about you in particular.

You do not have to be in this study. You may choose not to take part and you may choose to stop taking part at any time. You will not be punished in any way if you decide not to be in the study or to stop taking part in the study. If you decide not to take part or to stop taking part in this study, it will not affect your grade in any way.

Please note this survey is best taken on a desktop or laptop computer as it may not be compatible with all mobile devices.

Contact Information
If you have any questions or concerns about this study or if any problems arise, please contact Jason Thatcher at Clemson University at 864-656-3751 (jthatch@clemson.edu). If you have any questions or concerns about your rights in this research study, please contact the Clemson University Office of Research Compliance (ORC) at 864-656- 3751 or irb@clemson.edu. If you are outside of the Upstate South Carolina area, please use the ORC's toll-free number, 866-297-3071.

Consent:

You must consent before you can complete this experiment.

Appendix C

Instructions

Instructions

Thank you for your willingness to participate in our social media study. We are interested in how recruiters, hiring managers, and human resource management professionals think about social media profiles when making hiring assessments.

When prompted, please take some time to read the job description, resume, and publicly available Facebook page of a job applicant who is applying for a position you are seeking to fill. Take as much time as you like to examine the websites and share your reactions by responding to several sets of items. As you review the websites, keep in mind they represent college students who are applying for an entry level position in your organization.

This process with be repeated twice, followed by some demographic questions so that we can learn more about you.

Your role in this study is that of the hiring manager looking to fill a position within your organization. You will be working closely with the individual that you decide to hire.

It is important to remember you are viewing their publicly available Facebook page (not your news feed) from your organization's computer, hence there may be differences in appearance due to having more familiarly with viewing your personal news feed, and differences in formatting across devices.

It is highly recommended that you take that survey on a desktop or laptop computer as it may not be compatible across all mobile devices.

There are no right or wrong answers, however there are several "attention check" items.

Again, thank you for helping us in our study. Jason Thatcher, Phil Roth and Marie Esposito

Take your time

Appendix D

Survey Instrument

EC Consent

Information about Being in a Research Study

Clemson University

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Consent:

You must consent before you can complete this experiment.

By selecting "I consent" you acknowledge that you have read the consent document above and agree to participate in the survey.

- ○ I consent.
- ○ I do not consent.

Instructions

Thank you for your willingness to participate in our social media study. We are interested in how recruiters, hiring managers, and human resource management professionals think about social media profiles when making hiring assessments.

When prompted, please take some time to read the job description, resume, and publicly available Facebook page of a job applicant who is applying for a position you are seeking to fill. Take as much time as you like to examine the websites and share your reactions by responding to several sets of items. As you review the websites, keep in mind they represent college students who are applying for an entry level position in your organization.

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It is highly recommended that you take that survey on a desktop or laptop computer as it may not be compatible across all mobile devices.

There are no right or wrong answers, however there are several "attention check" items.

Again, thank you for helping us in our study.
Jason Thatcher, Phil Roth and Marie Esposito

Take your time

Political Resume

This is the resume of the applicant applying for the position that you, as hiring manager, are seeking to fill. You will be working closely with this person.

When ready to proceed, please scroll to the bottom of the page to continue.

Please take a moment to review the job description, resume, and public Facebook profile of your job applicant on the following pages.

Take as much time as you need. When done reviewing the information, please proceed to answer a series of questions regarding the job applicant, keeping in mind that you will be working closely with this person.

Please remember, there are not right or wrong answers, however there are several "attention check" items throughout the survey.

Job Description

This is the job description for the position, that you, as hiring manager, are seeking to fill.

CASEY JONES
519 Apple Street | Tuscon, AZ | 602-265-8424 | Casey.Jones@Arizona.edu

Objective

An entry-level position where I can use my extensive knowledge of Information Technology Project Management to contribute to the success of the company.

Education

Bachelors of Science in Management (GPA 3.47)
Expected completion date: December 2017
University of Alabama

- Major: Information Technology
- Minor: Communication
- Related course work:

Project Management	Introduction to Information Technology
Information Systems in Business	Communication in Business
Communication Across Platforms	Business Analytics

Related Work Experience

University of Arizona Office of Information Technology: May 2015 – present
Title: IT Assistant Help Desk Representative

- Provided over-the-phone and in-person troubleshooting for a variety of on-campus departments
- Managed documentation and records maintenance according to written protocols
- Made recommendations for process improvements resulting in an average of a 5 minute reduction in customer telephone wait time
- Provided training to new Help Desk Representatives

IBM, Office of Program Management: June-July 2016
Internship

- Assisted Program Manager in coordinating day-to-day operations
- Created database system to enhance trackability of multiple outstanding projects

On Campus Involvement

Student Government Senator: August 2014 – present

- Represent the interests of the College of Business to the Student Government Body
- Introduced and Led campus-wide effort to increase awareness of electronic sources available for homework submission and test taking leading to an approximate 15% reduction in paper costs

Skills

- Computer

Microsoft Project 2016	Microsoft Word	Microsoft Excel
Microsoft PowerPoint	Microsoft Visio	Adobe Photoshop
Python	Java	C++

- Other

Time Management	Critical Thinking	Effective Communication
Resource Management	Active Listening	Budget Management

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Supervising this job applicant would be a pleasure.	○	○	○	○	○	○	○
Please answer Disagree to this question.	○	○	○	○	○	○	○
I think this job applicant would likely make a good friend.	○	○	○	○	○	○	○

Task Performance\OCB

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. This job applicant can be expected to:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Adequately complete assignment duties.	○	○	○	○	○	○	○
Perform tasks that are expected of him/her.	○	○	○	○	○	○	○
Meet formal performance requirements of a job.	○	○	○	○	○	○	○

Strongly Disagree Disagree Somewhat Disagree Neither Agree or Disagree Somewhat Agree Agree Strongly Agree

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. This job applicant can be expected to:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Help others who have heavy work loads.	○	○	○	○	○	○	○
Go out of his/her way to help new employees.	○	○	○	○	○	○	○
Take a personal interest in other employees.	○	○	○	○	○	○	○

Position: Entry Level Information Technology Project Manager

Description:

We are looking for a qualified candidate interested in planning, initiating, and managing Information Technology projects to join our team. This person will report to the Lead Project Manager. The qualified candidate will guide the work of the technical staff and act as liaison between the business and technical aspects of projects. They will also plan and monitor each stage of the progress and assess for business implications. They will assure deadlines, standards, and cost targets are met.

The Information Technology Project Manager Will Work On Challenging Responsibilities Including:
• Assisting with and conducting meetings with customers to assess their needs
• Coordination of all resources allocated to their project\s
• Adjust or modify project\s as needed at each point of evaluation

Responsibilities
• Document all new or modified projects; produce reports
• Communicate project status to all stakeholders
• Develop project plans to prioritize, organize, and complete the project
• Monitor and track project deliverables
•Confer with project personnel to identify and resolve problems

Preferred Skills
• Familiarity with MS Project 2016
• Familiarly with Microsoft Productivity Software (e.g., Word, Excel)
• Excellent written and verbal communication skills

Please tell us how similar you view your self to the job applicant on the Facebook page using the following items. The job applicant and I:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Are similar in terms of our outlook, perspective, and values.	○	○	○	○	○	○	○
Analyze problems in a similar way.	○	○	○	○	○	○	○
Think alike in terms of coming up with similar solutions for a problem.	○	○	○	○	○	○	○
Are alike in a number of areas.	○	○	○	○	○	○	○
See things much the same way.	○	○	○	○	○	○	○

Liking

Based on what you have seen, please tell us how much you liked the job applicant on the Facebook page using the following item.

	I don't like this job applicant at all.		I neither like nor dislike this job applicant.		I like this job applicant very much.
How much do you like the job applicant?	○	○	○	○	○

Based on what you have seen, please tell us how much you liked the job applicant on the Facebook page using the following item.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
I would likely get along well with this applicant.	○	○	○	○	○	○	○

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Please answer Somewhat Agree to this question.	○	○	○	○	○	○	○
Give advanced noticed when unable to come to work.	○	○	○	○	○	○	○

CWB (PD and ID)

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. The job applicant can be expected to:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Do work incorrectly.	○	○	○	○	○	○	○
Work slowly when things need to get done.	○	○	○	○	○	○	○
Purposely fail to follow directions.	○	○	○	○	○	○	○

Based upon what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict the applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Make fun of someone at work.	○	○	○	○	○	○	○
Say something hurtful to someone at work.	○	○	○	○	○	○	○
Make ethnic, religious, or racial remarks at work.	○	○	○	○	○	○	○
Curse at someone at work.	○	○	○	○	○	○	○
Play a mean prank on someone at work.	○	○	○	○	○	○	○
Act rudely towards someone at work.	○	○	○	○	○	○	○

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Publicly embarrass someone at work.	○	○	○	○	○	○	○

CWB (OD)

Based upon what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict the applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Take property from work without permission.	○	○	○	○	○	○	○
Spend too much time fantasizing or daydreaming instead of working.	○	○	○	○	○	○	○
Falsify receipts to get reimbursed more money than actually spent on business expenses.	○	○	○	○	○	○	○
Take longer breaks than are acceptable.	○	○	○	○	○	○	○
Take more breaks than acceptable.	○	○	○	○	○	○	○
Come in late without permission.	○	○	○	○	○	○	○
Litter the work environment.	○	○	○	○	○	○	○
Neglect to follow instructions.	○	○	○	○	○	○	○
Intentionally work at a slow pace.	○	○	○	○	○	○	○
Discuss confidential company information with unauthorized individuals.	○	○	○	○	○	○	○
Use illegal drugs while on the job.	○	○	○	○	○	○	○
Use alcohol while on the job.	○	○	○	○	○	○	○
Put little effort into their work.	○	○	○	○	○	○	○
Drag out work in order to get overtime.	○	○	○	○	○	○	○

SMD (PD)

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media to slander a co-worker.	○	○	○	○	○	○	○
use social media to post misleading photos of someone at work.	○	○	○	○	○	○	○

SMD (OD)

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict this applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media to post negative content about the organization.	○	○	○	○	○	○	○
use social media to post negative remarks about the organization.	○	○	○	○	○	○	○
use social media to post negative content about the organizations customers.	○	○	○	○	○	○	○
use social media to post negative remarks about the organizations customers.	○	○	○	○	○	○	○
use social media to talk negatively abut the organizations policies.	○	○	○	○	○	○	○
use social media to post confidential information that may negatively impact the organization.	○	○	○	○	○	○	○
use social media to spread rumors about the organization.	○	○	○	○	○	○	○

Overall Eval

Based on what you have seen, give your overall evaluation of this applicant.

Very Negative	Neither Positive nor Negative	Very Positive

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict this applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media while they are suppose to be working.	○	○	○	○	○	○	○
use social media in a way that is not authorized during working hours.	○	○	○	○	○	○	○
use social media instead of working.	○	○	○	○	○	○	○
use social media instead of performing assigned job tasks.	○	○	○	○	○	○	○
use social media a way that negatively impacts their ability to perform assigned job tasks.	○	○	○	○	○	○	○

SMD (ID)

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict this applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media to gossip about a co-worker.	○	○	○	○	○	○	○
use social media to post negative remarks about somewhat at work.	○	○	○	○	○	○	○
use social media to post negative content about someone at work.	○	○	○	○	○	○	○
Please select agree for this statement.	○	○	○	○	○	○	○
use social media to spread rumors about someone at work.	○	○	○	○	○	○	○

○ ○ ○ ○ ○

Identification Political

Please tell us how you feel about the political views in the Facebook page you saw.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
When someone criticizes the political views of this social media page, it feels like a personal insult.	○	○	○	○	○
I am very interested in what others think about the political views on this social media page.	○	○	○	○	○
When I talk about the political views on this social media page, I would usually say 'we' rather than 'they'.	○	○	○	○	○
When someone praises the political views of this social media page, it feels like a compliment.	○	○	○	○	○
If a story in the media criticized the political views of this social media page, I would feel embarrassed.	○	○	○	○	○
I share the same values as the political views on this social media page.	○	○	○	○	○

Disidentification Political

Please tell how you feel about the political views in the Facebook page you just saw.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I would be embarrassed to be associated with the political views of this social media page.	○	○	○	○	○
The political views on this social media page are shameful.	○	○	○	○	○
I find the political views on this social media page disgraceful.	○	○	○	○	○
I want people to know that I disagree with the behavior of the political views on this social media.	○	○	○	○	○
I have been ashamed of the political views on this social media page.	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I do not share the same values as the political views on this social media page.	○	○	○	○	○

Political Check

Was this person political?

- ○ Yes
- ○ No

What was this persons political views?

- ○ Conservative
- ○ Liberal
- ○ Did not notice.

What was this persons current job?

- ○ Project Manager
- ○ IT Assistant
- ○ Did not notice.

Did this person perform any volunteer work?

- ○ Yes
- ○ No
- ○ Did not notice.

Religion Resume

Perceived Similarity Religion

Please tell us how similar you view your self to the job applicant on the Facebook page using the following items. The job applicant and I:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Are similar in terms of our outlook, perspective, and values.	○	○	○	○	○	○	○
Analyze problems in a similar way.	○	○	○	○	○	○	○
Think alike in terms of coming up with similar solutions for a problem.	○	○	○	○	○	○	○
Are alike in a number of areas.	○	○	○	○	○	○	○
See things much the same way.	○	○	○	○	○	○	○

Liking Religion

Based on what you have seen, please tell us how much you liked the job applicant on the Facebook page using the following item.

	I don't like this job applicant at all.		I neither like nor dislike this job applicant.		I like this job applicant very much.
How much do you like the job applicant?	○	○	○	○	○

Based on what you have seen, please tell us how much you liked the job applicant on the Facebook page using the following item.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree

This is the resume of the applicant applying for the position that you, as hiring manager, are seeking to fill. You will be working closely with this person.

When ready to proceed, please scroll to the bottom of the page to continue.

ROBIN SMITH

3258 Orange Avenue | Louisville, KY | 502-865-9854 | Robin.Smith@Kentucky.EDU

Objective

To obtain a position where I can contribute to the success of the company by utilizing my knowledge of Information Technology Project Management.

Education

Bachelors of Science in Management (GPA 3.47) Expected completion date: December 2017
University of Kentucky

- Major: Information Technology
- Minor: Leadership
- Related course work:

Project Management	Introduction to Information Technology
Information Systems in Business	Leadership in Business
Leadership Styles for Management	Business Analytics

Related Work Experience

University of Kentucky Office of Technology Services: May 2015 – present
Title: Help Desk Representative for the IT Department

- Provided real time troubleshooting for a variety of technology related issues—both over-the-phone and in-person
- Maintained documents and other records as per department guidelines
- Streamlined in-person customer service process resulting in an average 10 minute reduction in customer wait time
- Provided training to new Help Desk Representatives

Microsoft, Office of Program Management: June-July 2016
Internship

- Assisted Program Manager in coordinating day-to-day operations
- Developed enhanced ordering system application which reduced shipping costs by approximately 5%

On Campus Involvement

University of Kentucky Student Government Senator Representative: August 2014 – present

- Represent the interests of the students of the College of Business to the Student Government Body
- Created mobile application allowing the entire student body to see what was "up for vote" and text their representatives their opinion thus increasing student access to their representatives (current download count: 15, 589)

Skills

- Computer

Microsoft Project 2016	Microsoft Word	Microsoft Excel
Microsoft PowerPoint	Adobe InDesign	Adobe Photoshop
SPSS	SQL	C++

- Other

Time Management	Inductive Reasoning	Effective Communication
Resource Management	Motivational Speaking	Budget Management

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Take a personal interest in other employees.	○	○	○	○	○	○	○
Please answer Somewhat Agree to this question.	○	○	○	○	○	○	○
Give advanced noticed when unable to come to work.	○	○	○	○	○	○	○

CWB (PD and ID) Religion

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. The job applicant can be expected to:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Do work incorrectly.	○	○	○	○	○	○	○
Work slowly when things need to get done.	○	○	○	○	○	○	○
Purposely fail to follow directions.	○	○	○	○	○	○	○

Strongly Disagree Disagree Somewhat Disagree Neither Agree or Disagree Somewhat Agree Agree Strongly Agree

Based upon what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict the applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Make fun of someone at work.	○	○	○	○	○	○	○
Say something hurtful to someone at work.	○	○	○	○	○	○	○
Make ethnic, religious, or racial remarks at work.	○	○	○	○	○	○	○
Curse at someone at work.	○	○	○	○	○	○	○
Play a mean prank on someone at work.	○	○	○	○	○	○	○

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
I would likely get along well with this applicant.	○	○	○	○	○	○	○
Supervising this job applicant would be a pleasure.	○	○	○	○	○	○	○
Please answer Strongly Agree to this question.	○	○	○	○	○	○	○
I think this job applicant would likely make a good friend.	○	○	○	○	○	○	○

Task Performance\OCB Religion

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. This job applicant can be expected to:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Adequately complete assignment duties.	○	○	○	○	○	○	○
Perform tasks that are expected of him/her.	○	○	○	○	○	○	○
Meet formal performance requirements of a job.	○	○	○	○	○	○	○

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. This job applicant can be expected to:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Help others who have heavy work loads.	○	○	○	○	○	○	○
Go out of his/her way to help new employees.	○	○	○	○	○	○	○

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Act rudely towards someone at work.	○	○	○	○	○	○	○
Publicly embarrass someone at work.	○	○	○	○	○	○	○

CWB (OD) Religion

Based upon what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict the applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
Take property from work without permission.	○	○	○	○	○	○	○
Spend too much time fantasizing or daydreaming instead of working.	○	○	○	○	○	○	○
Falsify receipts to get reimbursed more money than actually spent on business expenses.	○	○	○	○	○	○	○
Take longer breaks than are acceptable.	○	○	○	○	○	○	○
Take more breaks than acceptable.	○	○	○	○	○	○	○
Come in late without permission.	○	○	○	○	○	○	○
Litter the work environment.	○	○	○	○	○	○	○
Neglect to follow instructions.	○	○	○	○	○	○	○
Intentionally work at a slow pace.	○	○	○	○	○	○	○
Discuss confidential company information with unauthorized individuals.	○	○	○	○	○	○	○
Use illegal drugs while on the job.	○	○	○	○	○	○	○
Use alcohol while on the job.	○	○	○	○	○	○	○
Put little effort into their work.	○	○	○	○	○	○	○
Drag out work in order to get overtime.	○	○	○	○	○	○	○

SMD (PD) Religion

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict this applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media while they are suppose to be working.	○	○	○	○	○	○	○
use social media In a way that is not authorized during working hours.	○	○	○	○	○	○	○
Please answer this question Somewhat Agree.	○	○	○	○	○	○	○
use social media instead of working.	○	○	○	○	○	○	○
use social media instead of performing assigned job tasks.	○	○	○	○	○	○	○
use social media in a way that negatively impacts their ability to perform assigned job tasks.	○	○	○	○	○	○	○

SMD (ID) Religion

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict this applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media to gossip about a co-worker.	○	○	○	○	○	○	○
use social media to post negative remarks about somewhat at work.	○	○	○	○	○	○	○
use social media to post negative content about someone at work.	○	○	○	○	○	○	○

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media to spread rumors about someone at work.	○	○	○	○	○	○	○
use social media to slander a co-worker.	○	○	○	○	○	○	○
use social media to post misleading photos of someone at work.	○	○	○	○	○	○	○

SMD (OD) Religion

Based on what you have seen, use the following items to tell us what kind of employee you think the job applicant will be. I predict this applicant would:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
use social media to post negative content about the organization.	○	○	○	○	○	○	○
use social media to post negative remarks about the organization.	○	○	○	○	○	○	○
use social media to post negative content about the organizations customers.	○	○	○	○	○	○	○
use social media to post negative remarks about the organizations customers.	○	○	○	○	○	○	○
use social media to talk negatively abut the organizations policies.	○	○	○	○	○	○	○
use social media to post confidential information that may negatively impact the organization.	○	○	○	○	○	○	○
use social media to spread rumors about the organization.	○	○	○	○	○	○	○

Overall Eval Religion

Based on what you have seen, give your overall evaluation of this applicant.

Very Negative		Neither Positive nor Negative		Very Positive
○	○	○	○	○

Identification Religious

Please tell us how you feel about the religion in the Facebook page you just viewed.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
When someone criticizes the religion of the social media page, it feels like a personal insult.	○	○	○	○	○
I am very interested in what others think about the religion on this social media page.	○	○	○	○	○
When I talk about the religion of this social media page, I would usually say 'we' rather than 'they'.	○	○	○	○	○
When someone praises the religion of this social media page, it feels like a personal compliment.	○	○	○	○	○
If a story in the media criticized the religion of this social media page, i would feel embarrassed.	○	○	○	○	○
I share the same values as the religion on this social media page.	○	○	○	○	○

Disidentification Religion

Please tell us how you feel about the religion in the Facebook page you just viewed.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I would be embarrassed to be a part of the religion of this social media page.	○	○	○	○	○
The religion of this social media page does shameful things.	○	○	○	○	○
I find the religion on this social media page to be disgraceful.	○	○	○	○	○
I want people to know that I disagree with how the religion of this social media page behaves.	○	○	○	○	○

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Rugby is better than football.	○	○	○	○	○	○	○
Cats are smarter than dogs.	○	○	○	○	○	○	○
Gardening is a terrible hobby.	○	○	○	○	○	○	○

Demographics Religiosity 1

Please tell us about your religious practices.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I have spent time trying to find out more about my religion, such as its history, traditions, and customs.	○	○	○	○	○
I have a clear sense of my religion and what it means to mean.	○	○	○	○	○
I think a lot about how my life will be affected by my religion.	○	○	○	○	○
I am happy that I am a member of the religion I belong to.	○	○	○	○	○
I have a strong sense of belonging to my religion.	○	○	○	○	○
I understand pretty well what my religion means to me.	○	○	○	○	○
In order to learn more about my religion, I have often talked to other people about my religion.	○	○	○	○	○
I have a lot of pride in my religion.	○	○	○	○	○
I participate in cultural practices of my religion, such as special food, music, or customs.	○	○	○	○	○
I feel a strong attachment towards my religion.	○	○	○	○	○
I feel good about my religion.	○	○	○	○	○

Strongly Disagree Disagree Neither Agree or Disagree Agree Strongly Agree

Religiosity 2

Please tell us about your religious practices.

Please indicate your level of agreement with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
I never hesitate to go out of my way to help someone in trouble.	○	○	○	○	○	○	○
I have never intensely disliked someone.	○	○	○	○	○	○	○
When I don't know something, I don't at all mind admitting it.	○	○	○	○	○	○	○
I am always courteous, even to people who are disagreeable.	○	○	○	○	○	○	○
I would never think of letting someone else be punished for my wrongdoings.	○	○	○	○	○	○	○
I sometimes feel resentful when I don't get my way.	○	○	○	○	○	○	○
There have been times when I felt like rebelling against people in authority even though I knew they were right.	○	○	○	○	○	○	○
I can remember "playing sick" to get out of somthing.	○	○	○	○	○	○	○
There have been times when I was quite jealous of the good fortune of others.	○	○	○	○	○	○	○
I am sometimes irritated by people who ask favors of me.	○	○	○	○	○	○	○

Marker Variables

Please answer your level of agreement or disagreement with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I have been ashamed of what goes on in the religion on this social media page.	○	○	○	○	○
I do not share the same values as the religion on this social media page.	○	○	○	○	○

Religious Check

Was this person religious?

- ○ Yes
- ○ No

What was this persons religion?

- ○ Christian
- ○ Muslim
- ○ Did not notice.

What was this persons current job?

- ○ Help Desk Assistant
- ○ IT Consultant
- ○ Did not notice.

Did this person perform any volunteer work?

- ○ Yes
- ○ No
- ○ Did not notice.

Social Desirability

Please indicate your level of agreement with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
I never hesitate to go out of my way to help someone in trouble.	○	○	○	○	○	○	○
I have never intensely disliked someone.	○	○	○	○	○	○	○
When I don't know something, I don't at all mind admitting it.	○	○	○	○	○	○	○
I am always courteous, even to people who are disagreeable.	○	○	○	○	○	○	○
I would never think of letting someone else be punished for my wrongdoings.	○	○	○	○	○	○	○
I sometimes feel resentful when I don't get my way.	○	○	○	○	○	○	○
There have been times when I felt like rebelling against people in authority even though I knew they were right.	○	○	○	○	○	○	○
I can remember "playing sick" to get out of somthing.	○	○	○	○	○	○	○
There have been times when I was quite jealous of the good fortune of others.	○	○	○	○	○	○	○
I am sometimes irritated by people who ask favors of me.	○	○	○	○	○	○	○

Marker Variables

Please answer your level of agreement or disagreement with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

I consider my self to be:

- ◯ Very conservaitive
- ◯ Conservative
- ◯ Moderate
- ◯ Liberal
- ◯ Very Liberal
- ◯ Prefer not to specify

Demographic Experience

Do you think of your self primarily as a :

- ◯ Human resources expert
- ◯ Hiring manager
- ◯ Student
- ◯ Other

Have you ever served in human resources management position before?

- ◯ Yes
- ◯ No

How many years have you done recruiting or hiring for your firm?

Have you ever been trained in how to evaluate social media?

- ◯ Yes
- ◯ No

Have you ever conducted an interview for a job?

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
I attend religious service every week.	○	○	○	○	○	○	○
I believe that religion is important in my life.	○	○	○	○	○	○	○
I consider myself a religious person.	○	○	○	○	○	○	○
I think that I am a devout religious follower.	○	○	○	○	○	○	○

What is your religious affiliation?

- ○ Christian
- ○ Hindu
- ○ Muslim
- ○ Jewish
- ○ Agnostic\Atheist
- ○ Other
- ○ Decline to specify

Demographic Politics 1

I consider my self to be a:

- ○ Strong Republican
- ○ Moderate Republican
- ○ Weak Republican
- ○ Independent
- ○ Weak Democrat
- ○ Moderate Democrat
- ○ Strong Democrat
- ○ Prefer to not specify

Demographic Politics 2

- ◯ Yes
- ◯ No

At the college level, have you completed any coursework that teaches human resources?

- ◯ Yes
- ◯ No
- ◯ No, but I am currently enrolled in a Human Resource course.

What is your major?

- ◯ Business\Management
- ◯ Other

If other, what is your major?

What is the highest level of education you have completed?

- ◯ High School Graduate
- ◯ College Freshman\Sophomore
- ◯ College Junior\Senior
- ◯ MBA
- ◯ PhD
- ◯ Other

If other, please specify.

Have you taken this exact survey before?

- ◯ Yes

- ◯ No
- ◯ Not Sure

Demographic Age\Gender

Please tell us your gender?

- ◯ Male
- ◯ Female
- ◯ Transgender
- ◯ Decline to Specify

What is your age?

- ◯ under 20
- ◯ 21-25
- ◯ 26-30
- ◯ 31-35
- ◯ 36-40
- ◯ 41-45
- ◯ 46-50
- ◯ 51-55
- ◯ 56 or older
- ◯ Decline to Specify

Demographic Facebook Use

Now, please tell us more about your self. We are interested in your background, as well as your use of social media, experiences with hiring, etc.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
I use Facebook in my personal life.	◯	◯	◯	◯	◯	◯	◯

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
I use Facebook in my professional life.	○	○	○	○	○	○	○
I trust the information I get on Facebook.	○	○	○	○	○	○	○
People are generally their true selves on Facebook.	○	○	○	○	○	○	○

Demographic Sexual Orientation\Ethnicity

What is your sexual orientation?

- ○ Heterosexual
- ○ Homosexual
- ○ Bisexual
- ○ Other
- ○ Decline to answer

What is your ethnicity?

- ○ Asian
- ○ Black
- ○ Hispanic
- ○ White
- ○ Other
- ○ Decline to specify

EC Consent

I am participating in this survey to receive extra credit for myself.

- ○ Yes
- ○ No

EC Questions

Thank you for agreeing to help us with our social media study. We sincerely appreciate the time you took.

The following information is maintained separately from the survey data thus ensuring anonymity of your answers.

What is your first name?

What is your last name?

What is your instructors name?

From which course did you participate in this survey?

- ◯ Human Resources
- ◯ Organizational Behavior
- ◯ Other

What is your current level of education (i.e., from which of the following levels did you participate in this survey)?

- ◯ College freshman or sophomore
- ◯ College junior or senior
- ◯ MBA
- ◯ Ph.D.
- ◯ Other Graduate

If "other graduate" please specify:

Have you taken this exact survey before (e.g., did you take this survey in another class)?

- ◯ Yes
- ◯ No
- ◯ Not sure

Did you take this survey during class?

- ◯ Yes, I took this survey while in class.
- ◯ No, I took this survey outside of class.
- ◯ Other

If other, please explain.

Appendix E

Exploratory Factor Analysis

Rotated Component Matrix[a]

	Component										
	1	2	3	4	5	6	7	8	9	10	11
PCWBOD1	**0.776**	0.141	-0.103	0.028	0.074	0.151	-0.187	0.001	0.014	-0.022	-0.007
PCWBOD2	**0.692**	0.161	-0.072	0.095	0.334	0.072	-0.196	-0.036	-0.022	0.051	0.067
PCWBOD3	**0.805**	0.252	-0.003	0.024	0.063	0.156	-0.120	0.015	-0.021	0.086	0.057
PCWBOD4	**0.762**	0.160	-0.084	0.044	0.315	0.123	-0.232	-0.099	-0.124	0.017	0.188
PCWBOD5	**0.780**	0.159	-0.084	0.055	0.313	0.131	-0.208	-0.082	-0.134	0.000	0.165
PCWBOD6	**0.833**	0.181	-0.087	0.073	0.223	0.153	-0.141	-0.016	-0.066	0.022	0.080
PCWBOD7	**0.786**	0.188	0.006	0.069	0.056	0.144	-0.032	0.073	-0.066	0.074	0.012
PCWBOD8	**0.777**	0.297	-0.116	0.055	0.097	0.128	-0.122	-0.017	-0.077	0.130	-0.005
PCWBOD9	**0.787**	0.277	-0.059	0.112	0.113	0.094	-0.098	0.095	-0.107	0.152	-0.118
PCWBOD10	**0.672**	0.312	-0.113	0.093	0.181	0.238	0.010	-0.015	-0.041	0.105	0.022
PCWBOD11	**0.807**	0.219	-0.053	0.016	-0.013	0.011	0.090	0.045	-0.125	0.154	-0.144
PCWBOD12	**0.818**	0.173	-0.003	0.022	-0.042	-0.032	0.088	0.082	-0.117	0.145	-0.199
PCWBOD13	**0.781**	0.238	-0.124	-0.023	0.101	0.080	-0.171	0.001	-0.067	0.130	-0.050
PCWBOD14	**0.797**	0.193	-0.116	0.035	0.170	0.115	-0.088	-0.015	-0.138	0.066	0.016
PSMDOD7	0.353	**0.762**	-0.227	0.118	0.038	0.108	-0.162	0.041	-0.098	**0.016**	-0.129
PSMDID1	0.121	**0.715**	-0.180	0.096	0.339	0.236	-0.037	-0.109	-0.103	0.075	0.025
PSMDID2	0.134	**0.760**	-0.200	0.133	0.222	0.250	0.009	-0.077	-0.069	0.133	0.040
PSMDID3	0.177	**0.768**	-0.183	0.131	0.221	0.268	-0.039	-0.069	-0.073	0.141	0.028
PSMDID4	0.291	**0.764**	-0.183	0.083	0.210	0.188	-0.089	0.017	-0.116	0.025	-0.096
PSMDID5	0.229	**0.749**	-0.228	0.163	0.133	0.261	-0.088	-0.032	-0.083	0.030	-0.085
PSMDID6	0.335	**0.726**	-0.136	0.077	0.155	0.149	-0.101	0.053	-0.126	0.030	-0.191
PSMDOD1	0.274	**0.820**	-0.106	0.163	0.123	0.098	-0.084	-0.012	-0.056	0.044	0.025
PSMDOD2	0.298	**0.828**	-0.179	0.142	0.106	0.100	-0.109	0.016	-0.102	0.004	0.018
PSMDOD3	0.282	**0.819**	-0.186	0.139	0.148	0.113	-0.094	0.011	-0.080	-0.008	0.034
PSMDOD4	0.245	**0.831**	-0.146	0.139	0.146	0.163	-0.062	-0.039	-0.080	0.015	0.126
PSMDOD5	0.266	**0.782**	-0.163	0.219	0.104	0.138	-0.046	-0.051	-0.057	0.034	0.112
PSMDOD6	0.359	**0.733**	-0.216	0.113	0.099	0.055	-0.216	0.076	-0.082	0.050	-0.159
PPerSim1	-0.041	-0.175	**0.743**	-0.296	-0.069	0.008	-0.040	0.195	0.053	0.005	-0.002
PPerSim2	-0.131	-0.200	**0.754**	0.047	-0.029	-0.090	0.143	-0.038	-0.040	-0.076	-0.027

PPerSim3	-0.119	-0.154	**0.764**	0.047	-0.046	-0.101	0.201	-0.042	-0.024	-0.060	0.000
PPerSim4	-0.093	-0.204	**0.773**	-0.162	-0.072	-0.074	0.001	0.017	0.095	-0.004	-0.006
PPerSim5	-0.014	-0.174	**0.806**	-0.163	-0.021	-0.139	-0.035	0.134	0.121	-0.016	-0.004
PLike1	-0.107	-0.324	**0.500**	-0.231	-0.125	-0.131	0.284	0.191	0.118	0.052	0.014
PLike2	-0.090	-0.279	**0.606**	-0.222	-0.177	-0.043	0.209	0.110	0.259	0.053	0.048
PLike3	-0.133	-0.291	**0.567**	-0.135	-0.120	-0.155	0.286	0.062	0.262	-0.018	0.183
PLike4	-0.076	-0.219	**0.596**	-0.209	-0.167	-0.112	0.105	0.138	0.268	-0.052	0.181
PDIS1	0.025	0.201	-0.238	**0.737**	0.098	0.127	0.031	-0.013	-0.030	0.128	0.014
PDIS2	0.115	0.211	-0.169	**0.842**	0.069	0.141	-0.096	0.023	-0.051	-0.032	0.007
PDIS3	0.140	0.192	-0.134	**0.836**	0.074	0.137	-0.055	0.039	-0.011	-0.033	-0.024
PDIS4	0.010	0.138	-0.034	**0.807**	0.023	0.072	0.021	0.068	0.022	0.024	0.112
PDIS5	0.068	0.206	-0.087	**0.827**	0.031	0.090	-0.036	0.139	-0.018	0.049	-0.022
PDIS6	0.036	0.052	-0.360	**0.537**	0.101	-0.063	0.152	-0.334	-0.174	-0.021	-0.038
PSMDPD1	0.247	0.242	-0.097	0.067	**0.831**	0.138	0.018	-0.039	-0.054	0.004	0.029
PSMDPD2	0.285	0.340	-0.126	0.100	**0.789**	0.185	-0.037	-0.031	-0.074	-0.007	-0.025
PSMDPD3	0.301	0.334	-0.148	0.077	**0.802**	0.111	-0.032	-0.049	-0.040	0.062	-0.018
PSMDPD4	0.343	0.338	-0.117	0.102	**0.752**	0.131	-0.081	-0.032	-0.060	0.092	-0.085
PSMDPD5	0.296	0.428	-0.156	0.149	**0.656**	0.118	-0.026	-0.021	-0.062	0.145	-0.163
PCWBID1	0.150	0.306	-0.076	0.114	0.206	**0.740**	0.024	-0.041	-0.095	0.167	0.066
PCWBID2	0.232	0.317	-0.170	0.183	0.140	**0.775**	0.021	-0.030	-0.097	0.109	0.041
PCWBID3	0.211	0.346	-0.217	0.160	0.098	**0.678**	-0.069	0.001	-0.091	0.020	-0.090
PCWBID4	0.492	0.347	-0.103	0.091	0.129	**0.565**	-0.169	0.040	-0.088	0.033	-0.045
PCWBID5	0.508	0.296	-0.019	0.026	0.034	**0.577**	-0.172	0.069	-0.035	0.051	-0.173
PCWBID6	0.317	0.354	-0.213	0.173	0.159	**0.643**	-0.043	-0.077	-0.040	0.040	0.062
PCWBID7	0.428	0.419	-0.126	0.158	0.114	**0.564**	-0.098	0.048	-0.040	0.090	-0.055
PTP1	-0.247	-0.177	0.177	-0.022	-0.004	-0.033	**0.797**	-0.093	0.088	-0.206	0.003
PTP2	-0.237	-0.122	0.190	0.040	-0.009	-0.038	**0.849**	-0.118	0.153	-0.120	0.026
PTP3	-0.263	-0.154	0.133	-0.011	-0.045	-0.074	**0.808**	-0.102	0.119	-0.120	0.040
PID1	0.044	0.098	0.037	0.288	0.155	-0.079	-0.152	**0.630**	-0.046	-0.016	-0.060
PID2	-0.008	-0.045	0.110	0.083	-0.093	-0.022	0.024	**0.310**	-0.001	0.029	0.747
PID3	-0.014	-0.085	0.018	-0.115	-0.051	0.055	-0.005	**0.796**	0.016	-0.032	0.083
PID4	0.031	-0.002	0.182	-0.040	-0.077	-0.111	-0.033	**0.744**	0.096	0.054	0.268
PID5	0.050	-0.034	0.032	0.208	-0.035	0.045	-0.030	**0.722**	0.034	0.007	-0.029
PID6	-0.005	-0.044	0.346	-0.363	-0.154	0.010	-0.105	**0.561**	0.055	0.085	0.082

POCB1	-0.283	-0.156	0.145	-0.066	-0.070	-0.060	0.162	0.004	**0.741**	-0.061	-0.013
POCB2	-0.153	-0.176	0.147	-0.075	-0.083	-0.152	0.163	0.035	**0.793**	-0.023	0.042
POCB3	-0.159	-0.170	0.188	0.020	-0.028	-0.046	0.066	0.096	**0.719**	-0.036	-0.019
POCB4	-0.329	-0.233	0.146	-0.076	-0.094	-0.022	0.417	-0.034	**0.248**	-0.226	-0.125
PCWBPD1	0.362	0.099	-0.034	0.057	0.143	0.106	-0.310	0.004	-0.073	**0.653**	0.037
PCWBPD2	0.420	0.117	-0.034	0.024	0.163	0.178	-0.250	0.013	-0.042	**0.672**	0.123
PCWBPD3	0.433	0.119	-0.055	0.047	-0.047	0.153	-0.190	0.052	-0.056	**0.675**	-0.107

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Rotated Component Matrix[a]

	Component									
	1	2	3	4	5	6	7	8	9	10
RCWBPD1	**0.590**	-0.017	0.228	0.268	0.046	0.080	0.019	-0.096	**0.575**	0.109
RCWBPD2	**0.564**	-0.025	0.151	0.233	0.071	0.111	0.112	-0.084	**0.613**	-0.023
RCWBPD3	**0.623**	-0.010	-0.013	0.209	0.078	0.035	0.018	-0.070	**0.612**	0.046
RCWBID1	**0.744**	-0.051	0.064	0.252	0.169	0.033	0.025	-0.062	0.114	**0.410**
RCWBID2	**0.751**	-0.058	0.091	0.216	0.140	0.011	0.024	-0.051	0.106	**0.471**
RCWBID3	**0.319**	**-0.108**	**0.276**	**-0.134**	**0.092**	**0.078**	**0.057**	**-0.320**	**-0.047**	**0.476**
RCWBID4	**0.761**	0.012	-0.039	0.254	0.087	-0.054	0.046	-0.041	0.101	**0.418**
RCWBID5	**0.802**	0.023	0.010	0.263	0.108	-0.016	0.045	-0.017	0.135	**0.336**
RCWBID6	**0.706**	-0.051	0.180	0.263	0.162	-0.008	0.046	-0.078	0.040	**0.347**
RCWBID7	**0.804**	-0.068	0.091	0.154	0.184	-0.025	0.018	-0.023	0.094	**0.367**
RCWBOD1	**0.776**	0.003	0.155	0.222	0.062	-0.052	**0.240**	-0.018	0.110	0.139
RCWBOD2	**0.495**	-0.070	0.479	0.173	0.104	0.110	**0.389**	0.006	0.045	0.125
RCWBOD3	**0.851**	-0.058	0.105	0.186	0.101	-0.093	**0.263**	-0.014	0.078	0.105
RCWBOD4	**0.725**	-0.123	0.306	0.185	0.168	-0.008	**0.394**	-0.009	0.019	0.082
RCWBOD5	**0.725**	-0.113	0.293	0.200	0.147	-0.006	**0.381**	-0.055	0.026	0.062
RCWBOD6	**0.772**	-0.115	0.277	0.151	0.120	0.017	**0.346**	-0.028	0.126	0.009
RCWBOD7	**0.818**	-0.054	0.198	0.220	0.028	-0.065	**0.265**	0.002	0.148	0.080
RCWBOD8	**0.816**	-0.061	0.204	0.204	0.048	-0.076	**0.295**	0.005	0.152	0.097
RCWBOD9	**0.789**	-0.088	0.208	0.123	0.101	-0.068	**0.360**	-0.057	0.178	0.014
RCWBOD10	**0.813**	-0.104	0.206	0.066	0.136	-0.046	**0.333**	-0.050	0.070	-0.002

RCWBOD11	**0.787**	-0.014	-0.012	0.184	0.008	-0.097	**0.314**	0.035	0.124	-0.011
RCWBOD12	**0.793**	-0.024	-0.037	0.214	-0.005	-0.088	**0.292**	0.029	0.088	-0.002
RCWBOD13	**0.804**	-0.083	0.202	0.154	0.062	-0.001	**0.346**	-0.028	0.098	0.092
RCWBOD14	**0.771**	-0.077	0.252	0.146	0.115	-0.061	**0.340**	-0.101	0.080	0.074
RSMDID1	**0.800**	-0.070	0.291	0.122	0.138	-0.045	-0.167	-0.151	0.007	0.034
RSMDID2	**0.863**	-0.086	0.231	0.140	0.143	-0.063	-0.129	-0.103	0.019	-0.012
RSMDID3	**0.869**	-0.091	0.220	0.135	0.191	-0.071	-0.109	-0.083	0.038	-0.082
RSMDID4	**0.858**	-0.067	0.196	0.147	0.160	-0.058	-0.122	-0.067	0.095	-0.057
RSMDID5	**0.887**	-0.050	0.162	0.145	0.125	-0.057	-0.109	-0.083	0.097	-0.042
RSMDID6	**0.891**	-0.041	0.175	0.152	0.158	-0.066	-0.131	-0.050	0.101	-0.058
RSMDOD1	**0.868**	-0.121	0.179	0.141	0.229	-0.065	-0.152	-0.095	-0.048	-0.065
RSMDOD2	**0.852**	-0.114	0.177	0.164	0.192	-0.036	-0.154	-0.113	-0.026	-0.055
RSMDOD3	**0.877**	-0.051	0.142	0.156	0.169	-0.017	-0.181	-0.077	-0.047	-0.020
RSMDOD4	**0.887**	-0.048	0.129	0.147	0.165	-0.021	-0.169	-0.077	-0.019	-0.016
RSMDOD5	**0.790**	-0.136	0.123	0.103	0.216	-0.054	-0.153	-0.108	-0.048	-0.019
RSMDOD6	**0.853**	-0.058	0.126	0.178	0.193	-0.071	-0.093	-0.063	0.005	-0.050
RSMDOD7	**0.892**	-0.069	0.123	0.178	0.191	-0.056	-0.122	-0.065	0.021	-0.027
RPerSim1	-0.052	**0.734**	-0.083	-0.021	-0.237	0.375	0.035	0.040	-0.064	-0.103
RPerSim2	-0.122	**0.864**	-0.074	-0.061	-0.023	0.022	-0.083	0.109	0.074	0.047
RPerSim3	-0.114	**0.877**	-0.075	-0.102	-0.029	0.069	-0.054	0.094	0.068	0.109
RPerSim4	-0.046	**0.841**	-0.064	-0.085	-0.141	0.284	0.008	0.062	-0.040	-0.034
RPerSim5	-0.003	**0.822**	-0.069	-0.073	-0.150	0.358	0.011	0.096	-0.030	-0.059
RSMDPD1	0.293	-0.068	**0.854**	0.032	0.052	-0.015	0.044	-0.017	-0.012	0.041
RSMDPD2	0.352	-0.096	**0.820**	0.069	0.051	-0.113	0.034	-0.063	0.016	0.052
RSMDPD3	0.286	-0.058	**0.890**	0.063	0.025	-0.024	0.035	-0.020	0.058	0.046
RSMDPD4	0.322	-0.047	**0.849**	0.074	0.031	-0.147	0.026	-0.026	0.056	0.014
RSMDPD5	0.512	-0.142	**0.605**	0.191	0.147	-0.099	-0.074	-0.051	0.086	-0.077
RTP1	-0.401	0.107	-0.156	**-0.714**	-0.099	-0.001	0.038	0.187	-0.230	0.116
RTP2	-0.475	0.083	-0.151	**-0.676**	-0.128	-0.024	0.031	0.157	-0.207	0.104
RTP3	-0.405	0.104	-0.147	**-0.660**	-0.077	0.008	0.106	0.235	-0.242	0.091
ROCB1	-0.482	0.126	-0.052	**-0.730**	-0.085	0.079	-0.083	-0.005	0.032	-0.139
ROCB2	-0.436	0.067	0.004	**-0.746**	-0.060	0.096	-0.055	-0.051	-0.036	-0.132
ROCB3	-0.390	0.079	0.013	**-0.694**	-0.099	0.055	-0.211	0.082	0.066	-0.033
ROCB4	-0.492	0.170	-0.174	**-0.615**	-0.005	-0.001	-0.033	0.015	-0.005	-0.093

RDIS1	0.198	-0.146	0.119	0.081	**0.803**	-0.076	0.030	-0.074	0.111	0.056
RDIS2	0.264	-0.114	0.044	0.093	**0.857**	-0.025	0.022	-0.070	-0.036	-0.011
RDIS3	0.324	-0.140	0.013	0.079	**0.831**	0.007	0.072	-0.096	-0.021	-0.064
RDIS4	0.213	-0.107	0.073	0.037	**0.856**	-0.104	0.000	-0.049	0.036	0.037
RDIS5	0.312	-0.092	-0.011	0.071	**0.787**	0.016	-0.015	-0.071	0.007	0.099
RDIS6	0.063	-0.453	0.086	-0.013	**0.524**	-0.452	-0.045	0.088	0.050	0.118
RID1	-0.106	0.215	0.020	0.004	-0.035	**0.812**	-0.002	0.016	-0.072	0.124
RID2	-0.014	0.149	-0.100	-0.088	0.084	**0.570**	-0.262	0.333	0.162	0.117
RID3	-0.080	0.226	0.006	-0.071	-0.107	**0.805**	0.086	-0.042	-0.017	-0.065
RID4	-0.048	0.282	-0.126	-0.025	0.009	**0.835**	0.072	0.051	0.060	-0.013
RID5	-0.072	0.034	-0.104	0.019	0.020	**0.677**	-0.091	0.343	0.128	0.008
RID6	-0.035	0.457	-0.028	-0.022	-0.313	**0.627**	0.014	-0.153	-0.123	-0.150
RLike1	-0.169	**0.395**	-0.109	-0.233	-0.206	0.169	-0.018	**0.591**	-0.111	-0.019
RLike2	-0.183	**0.520**	0.003	-0.172	-0.180	0.287	0.022	**0.524**	-0.137	-0.154
RLike3	-0.233	**0.423**	-0.063	-0.274	-0.198	0.182	0.052	**0.591**	-0.053	-0.160
RLike4	-0.126	**0.491**	0.024	-0.104	-0.215	0.270	-0.029	**0.482**	-0.070	-0.035

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Appendix F

Latent Construct Items

Identification		Notes
When someone criticizes the political views (religion) of this social media page, it feels like a personal insult.	5 point Likert (strongly disagree, strongly agree)	Adapted from Mael and Ashforth (1992)
I am very interested in what others think about the political views (religion) on this social media page.	5 point Likert (strongly disagree, strongly agree)	Adapted from Mael and Ashforth (1992)
When I talk about the political views (religion) on this social media page, I would usually say 'we' rather than 'they'.	5 point Likert (strongly disagree, strongly agree)	Adapted from Mael and Ashforth (1992)
When someone praises the political views (religion) of this social media page, it feels like a personal compliment.	5 point Likert (strongly disagree, strongly agree)	Adapted from Mael and Ashforth (1992)
If a story in the media criticized the political views (religion) on this social media page, I would feel embarrassed.	5 point Likert (strongly disagree, strongly agree)	Adapted from Mael and Ashforth (1992)
I share the same values as the political views (religion) on this social media page.	5 point Likert (strongly disagree, strongly agree)	
Disidentification		Notes
I would be embarrassed to be a part of the political views (religion) on this social media page.	5 point Likert (strongly disagree, strongly agree)	Adapted from Kreiner and Ashforth (2004)
The political views (religion) on this social media page does shameful things.	5 point Likert (strongly disagree, strongly agree)	Adapted from Kreiner and Ashforth (2004)

I find the political views (religion) on this social media page to be disgraceful.	5 point Likert (strongly disagree, strongly agree)	Adapted from Kreiner and Ashforth (2004)
I want people to know that I disagree with the behavior of the political views (religion) on this social media page.	5 point Likert (strongly disagree, strongly agree)	Adapted from Kreiner and Ashforth (2004)
I have been ashamed of the political views (religion) on this social media page.	5 point Likert (strongly disagree, strongly agree)	Adapted from Kreiner and Ashforth (2004)
I do not share the same values as the political views (religion) on this social media page.	5 point Likert (strongly disagree, strongly agree)	Adapted from Kreiner and Ashforth (2004)
Perceived Similarity		Notes
This job applicant and I are similar in our outlook, perspective, and values.	7 point Likert (strongly disagree, strongly agree)	Adapted from Tepper, Moss, and Duffy; 2011
This job applicant and I analyze problems in a similar way.	7 point Likert (strongly disagree, strongly agree)	Adapted from Tepper, Moss, and Duffy; 2011
This job applicant I think alike in terms of coming up with a similar solution for a problem.	7 point Likert (strongly disagree, strongly agree)	Adapted from Tepper, Moss, and Duffy; 2011
This job applicant and I are alike in a number of areas.	7 point Likert (strongly disagree, strongly agree)	Adapted from Tepper, Moss, and Duffy; 2011
This job applicant I see things in much the same way.	7 point Likert (strongly disagree, strongly agree)	Adapted from Tepper, Moss, and Duffy; 2011
Liking		Notes
How much do you like this job applicant?	5 point Likert (I don't like this job applicant at all, I like this job applicant very much)	Adapted from Wayne and Ferris, 1990
I would likely get along very well with this job applicant.	7 point Likert (strongly disagree, strongly agree)	Adapted from Wayne and Ferris, 1990
Supervising this job applicant would be a pleasure.	7 point Likert (strongly disagree, strongly agree)	Adapted from Wayne and Ferris, 1990

I think this job applicant would likely make a good friend.	7 point Likert (strongly disagree, strongly agree)	Adapted from Wayne and Ferris, 1990
Task Performance		Notes
The job applicant can be expected to adequately complete assigned duties.	7 point Likert (strongly disagree, strongly agree)	Adapted from Williams and Anderson, 1991
The job applicant can be expected to perform tasks that are expected of him/her.	7 point Likert (strongly disagree, strongly agree)	Adapted from Williams and Anderson, 1991
The job applicant can be expected to meet formal performance requirements of a job.	7 point Likert (strongly disagree, strongly agree)	Adapted from Williams and Anderson, 1991
Organizational Citizenship Behaviors		Notes
The job applicant can be expected to help others who have heavy workloads.	7 point Likert (strongly disagree, strongly agree)	Adapted from Williams and Anderson, 1991
The job applicant can be expected to go out of his/her way to help new employees.	7 point Likert (strongly disagree, strongly agree)	Adapted from Williams and Anderson, 1991
The job applicant can be expected to take a personal interest in other employees.	7 point Likert (strongly disagree, strongly agree)	Adapted from Williams and Anderson, 1991
The job applicant can be expected to give advance notice when unable to come to work.	7 point Likert (strongly disagree, strongly agree)	Adapted from Williams and Anderson, 1991

Counterproductive Work Behaviors	Type		Notes
I feel this applicant would purposely do work incorrectly.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Spector et al., 2006
I feel this applicant would purposely work slowly when things need to get done.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Spector et al., 2006

I feel this applicant would purposely fail to follow directions.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Spector et al., 2006
I feel this applicant would make fun of someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett and Robinson, 2000
I feel this applicant with a something hurtful to someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett and Robinson, 2000
I feel this applicant would make ethnic, religious, or racial remarks at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett and Robinson, 2000
I feel this applicant would curse at someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett and Robinson, 2000
I feel this applicant would play a mean prank on someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett and Robinson, 2000
I feel the applicant would act rudely toward someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett and Robinson, 2000
I feel this applicant would publicly embarrass someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett and Robinson, 2000
I feel this applicant would take property from work without permission.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would spend too much time fantasizing or daydreaming instead of working.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would falsify receipts to get reimbursed more money than actually spent on business expenses.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000

I feel this applicant would take longer breaks than are acceptable.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would take more breaks than are acceptable.	Organization Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant will come in late without permission.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would litter the work environment.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would neglect to follow instructions.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would intentionally work at a slow pace.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would discuss confidential company information with unauthorized individuals.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would use illegal drugs while on the job.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would use alcohol on the job.			
I feel this applicant would put little effort into their work.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
I feel this applicant would drag out work in order to get over time.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Adapted from Bennett Robinson, 2000
Social Media Deviance	Type		Notes
I predict this applicant would use social media while they are supposed to be working.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB production deviance from Spector et al, 2006

I predict this applicant would use social media in a way that is not authorized during work hours.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB production deviance from Spector et al, 2006
I predict this applicant would use social media instead of working.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB production deviance from Spector et al, 2006
I predict this applicant would use social media instead of performing assigned job tasks.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB production deviance from Spector et al, 2006
I predict this applicant would use social media in a way that negatively impacts their ability to perform assigned job tasks.	Production Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB production deviance from Spector et al, 2006
I predict this applicant would use social media to gossip about a co-worker.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Interpersonal Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to post negative remarks about someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Interpersonal Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to post negative content about someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Interpersonal Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to spread rumors about someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Interpersonal Deviance from

			Bennett and Robinson, 2000
I predict this applicant would use social media to slander a co-worker.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Interpersonal Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to post misleading photos of someone at work.	Interpersonal Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Interpersonal Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to post negative content about the organization.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Organizational Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to post negative remarks about the organization.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Organizational Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to post negative content about the organizations customers.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Organizational Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to post negative remarks about the organizations customers.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Organizational Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to talk negatively about the organizations policies.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Organizational Deviance from Bennett and Robinson, 2000

I predict this applicant would use social media to post confidential information that may negatively impact the organization.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Organizational Deviance from Bennett and Robinson, 2000
I predict this applicant would use social media to spread rumors about the organization.	Organizational Deviance	7 point Likert (strongly disagree, strongly agree)	Item based on CWB Organizational Deviance from Bennett and Robinson, 2000